Managing the Global Workforce: Fall 2015
Wednesdays, 7:20 p.m. to 10:00 p.m.

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E-mail: aishathomaspetit@yahoo.com

Office Hours: Wednesdays 6:00-7:20 p.m. and by appointment.


Sakai: The syllabus, assigned readings and PowerPoint presentations will be posted to Sakai: https://sakai.rutgers.edu. Please check Sakai often for additional resources and for any changes to the syllabus.

Course Description

This course introduces you to the impact of global conditions on the management of human resources at home and abroad. It discusses the expansion of international trade and the growth of US and non-US MNEs. It considers globalization and global human resource management in the context of overseas subsidiaries, domestic locations and the use of immigrants, international joint ventures, international mergers and acquisitions and the multinational enterprise itself. We will also explore country differences due to such factors as country culture, socio-political differences, legal regulations, economic and educational levels, and business customs.

Specifically, this course is about: 1) Global strategy/structure and modes of entry and expansion; 2) Understanding and managing cultural differences; 3) Design and alignment of Global HR Practices; and 4) the Global HR function.

Learning Objectives

- Understand and manage the realities and trends of global organizations
- Provide opportunities to develop your “cultural intelligence”
- Develop global HR strategies for MNEs
- Share ideas, perspectives and suggestions on global HR issues

COURSE REQUIREMENTS
TEAM WORK

MNE Project
I will randomly assign seven teams to one of the following global regions: North America, South/Central America, Northern Europe, Southern Europe, Northern Asia, Southern Asia/Australia, and Middle East/Africa.

Part I - Paper and Short Presentation
Select a global / multinational company based in your assigned region and describe the company’s vision, strategy, competitive advantage, organizational structure, locations, and culture. Then describe the company’s home country environment based on the 12 pillars (The Global Competitive Index) and home country culture based on Hofstede’s cultural values model and Gesteland’s cultural patterns of business behavior, communication style (low or high context), languages spoken, religious beliefs and social norms. This should be a well-written paper of approximately 10 – 15 doubled-spaced pages.

Each team will provide a “high-level” presentation to the class. The objective is to briefly introduce the firm and focus more on the cultural dimensions of the home country. Given the number of teams, the presentation should be no more than 10-15 minutes to permit time for class questions and answers. Teams must email their presentation the day before they present.

Part II - Paper and Presentation
Teams are to develop a comprehensive global HR strategy for their company. Students can research what this firm is actually doing and/or focus on what they should be doing. The strategy should summarize major global challenges the company is facing, how the company can create a sustainable competitive advantage and highlight any key HR implications. The strategy should address policies, programs and/or initiatives that cover: talent management, performance management, training and development (including global leadership development). The strategy must specifically outline whether policies, programs and initiatives are to be global or local (centralized or decentralized) and explain the rational for these decisions. In addition, you should explore and summarize how HR practices may have to be adapted to various local cultures. Lastly, describe how the HR function should be structured and managed to successfully implement this strategy. This should be a well-written paper of approximately 20 – 25 doubled-spaced pages.

Each team will provide a “high-level” presentation to the class. The presentation is intended to simulate a dialogue between you and the Chief Executive Officer and board of directors of your firm about your recommended global HR strategy. Your objective is to “sell” your strategy and be prepared to answer tough questions by the CEO who has the responsibility for approving or not approving your recommended strategy. Your presentation must be very concise yet you must be prepared to answer specific questions in detail. Each team’s presentation will be no more than 20 minutes leaving 5 minutes for questions – The total time allocated to each team is 25 minutes.
Every team member must present as part of the MNE project. Teams may choose who presents Part 1 and Part 2, however each member must present in one or the other.

In-the-News - Presentation
The requirement is for each team to identify a current “in-the-news” example of an MNE’s global business practice/issue or an IHRM practice/issue (i.e. talent management, compensation, international assignments, training/learning etc.) and analyze the rationale for this management practice. If you choose a global business practice, you must cover the IHR implications of the practice. Teams must email their presentation the day before they present and distribute the “in the news” publication, article, etc. in class or via Sakai. The presentation should be no more than 25 minutes to permit time for class questions and answers. Each team member must present.

This assignment will be graded based on the following:
- Concise summary of the global practice discussed in the article and IHR implications
- An explanation of why this practice makes business sense
- Overall quality of the presentation and ability to answer audience questions

INDIVIDUAL WORK
Case Analysis
You are to analyze the following case: Language and Globalization: “Englishnization” at Rakuten (https://hbr.org/product/language-and-globalization-englishnization-at-rakuten-a/412002-PDF-ENG). The case is to be analyzed from the viewpoint of the questions asked in the Case Analysis Guidelines. You are expected to specifically use and cite the materials in the related readings that accompany the particular case and learnings from your textbox.

Final Exam
You will develop an expansion strategy for your company. Specifically you will (1) identify a country for this firm to enter and explain the business rationale for this decision; (2) describe what mode of entry you recommend and explain why you recommend this strategy compared to other modes of entry; (3) describe how the culture of this country compares to the home-country culture of your company; (4) Based on the global HR strategy developed by your team, describe the HR challenges you foresee expanding to this country and how you will resolve these HR challenges. The final exam is a “take home” exam and should be submitted to me via email by December 17th at 5:00pm. **There will be no class on December 16th.** Your paper should be between 5-7 double spaced pages.

CLASS PARTICIPATION
Active learning is one of the most powerful tools for understanding complex concepts. Students can learn a tremendous amount from each other - you should feel free (and be prepared) to provide your comments, ask thoughtful questions, and share your own experiences with the class. Research shows that students learn more when they participate actively. For these reasons, participation is an important class component. As a class member, you are responsible for helping to create a positive, learning environment. This means listening attentively to others,
sharing your own views and experiences, bringing in relevant current information, and in general contributing to our learning process.

Students are expected to read all assigned readings before class and be prepared to recap pertinent points from the assigned reading in a “Knowledge Check”. I will ask for volunteers for the “Knowledge Check” and/or select class members to present.

Participation grades will be determined by your attendance, contribution to knowledge checks and general class discussion, and involvement in your team's activities. Team evaluations will be completed by each student. Failure to make a positive and regular contribution to your team and to our class discussions will reduce your participation grade. Points can also be lost for absenteeism, not being prepared when called on in class and for inappropriate classroom conduct (as described below).

In order to create an environment conducive to learning, the following are NOT permitted in class:
- All electronic devices, computers/tablets (unless used for taking notes), cell phones etc. should be turned off and put away out of sight.
- Napping
- Disruptive talking
- Reading non-class material
- Arriving late on a consistent basis
- Leaving early on a consistent basis

**GRADING**

Grades will consist of the following components:

- Case Study: 17% (45 points)
- Participation: 12% (30 points)
- Final Exam: 23% (60 points)
- Team Project I: 17% (45 points)
- Team Project II: 21% (55 points)
- In-the-News: 8% (25 points)

Total 100% (260 points)

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<tr>
<th>Grade</th>
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<td>C</td>
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**CLASS SCHEDULE**
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic / Assignments</th>
<th>Readings (please read in advance of class)</th>
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<tbody>
<tr>
<td>9/2</td>
<td>Class Welcome, Introductions, Overview and Team Formation Global Trends, GHRM</td>
<td>Chapters 1, 2</td>
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<td>9/9</td>
<td>Global Strategy, Design, Structure</td>
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<td>9/16</td>
<td>IHRM and Culture</td>
<td>Chapter 5</td>
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<td>9/23</td>
<td>M&amp;As, JVs, Alliances Team 1 In-the-news presentation</td>
<td>Chapter 4</td>
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<td>9/30</td>
<td>Laws, Ethics and ER Team 2 In-the-news presentation</td>
<td>Chapters 6, 7</td>
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<td>10/7</td>
<td>Managing Cross-Culture Competencies and Cultural Agility Guest Speaker - Binwa Sethi (TBD)</td>
<td><a href="http://www.fastcompany.com/1841810/6-exercises-mastering-cultural-agility">http://www.fastcompany.com/1841810/6-exercises-mastering-cultural-agility</a></td>
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<td>10/14</td>
<td>Strategy and Culture Part I Team Paper / Presentations</td>
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<td>10/21</td>
<td>Global Talent Management: Workforce Planning, Staffing, Expatriation Team 3 In-the-news presentation Case I Due</td>
<td>Chapters 8, 9</td>
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<td>10/28</td>
<td>Global Training and Development Team 4 In-the-news presentation</td>
<td>Chapter 10</td>
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<td>11/4</td>
<td>Global Leadership Development Team 5 In-the-news</td>
<td><a href="https://hbr.org/2012/02/a-new-era-for-global-leadershi.html">https://hbr.org/2012/02/a-new-era-for-global-leadershi.html</a></td>
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<td>11/11</td>
<td>Global Compensation and Benefits</td>
<td>Chapter 11</td>
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<td>Team 6 In-the-news presentation</td>
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<td>11/18</td>
<td>Global Performance Management</td>
<td>Chapter 12</td>
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<td>Team 7 In-the-news presentation</td>
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<td>11/25</td>
<td>NO CLASS</td>
<td>Prep for MNE Project Part II</td>
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<td>12/2</td>
<td>Global HR Function</td>
<td>Chapters 13, 14, 15</td>
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<tr>
<td>12/9</td>
<td>Global HR Strategy Part II</td>
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<td></td>
<td>Team Paper / Presentations</td>
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<tr>
<td>12/16</td>
<td>Final Exam due</td>
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Here is a list of useful websites for selected information for IHRM.

- [www.sourceoced.org](http://www.sourceoced.org) (go to factbook)
- [www.dol.gov](http://www.dol.gov)
- [http://news.bbc.co.uk/2/hi/asia-pacific/country_profile/default.stm](http://news.bbc.co.uk/2/hi/asia-pacific/country_profile/default.stm)
- [http://www01.imd.ch/wcy/](http://www01.imd.ch/wcy/)
- [www.weforum.org](http://www.weforum.org)
- [www.internationalallawoffice.com](http://www.internationalallawoffice.com)
- [www.ilo.org/dyn/natlex](http://www.ilo.org/dyn/natlex)
- [www.bakernet.com/gel/](http://www.bakernet.com/gel/)
- [www.business.gov](http://www.business.gov)
- [www.ilo.org](http://www.ilo.org)
- [www.bah.com](http://www.bah.com)
- [www.lincolnelectric.com](http://www.lincolnelectric.com)
- [www.hoovers.com](http://www.hoovers.com)
- [www.expatriates.com](http://www.expatriates.com)
- [www.unctad.org](http://www.unctad.org)
- [unstats.un.org](http://unstats.un.org)
- [www.unsustainable.org](http://www.unsustainable.org)
- [www.worldbank.org](http://www.worldbank.org)
- [www.getcustoms.com](http://www.getcustoms.com)
- [www.ghrm.rutgers.edu](http://www.ghrm.rutgers.edu)
- www.routledge.com/textbooks/0415338344
- www.jinjapan.org
- www.cionline.org/AboutCII/44/default.asp
- www.fedee.com/index.shtml
- www.shrmglobal.org/
- www.cipd.org.uk
- www.allafrica.com
- www.oas.org
- www.labour.nic.in/
- www.aflcio.org
- www.indiagov.org
- www.ahri.com.au
- www.eurunion.org
- http://embassy.org/embassies
- www.atkearney.com
- www.mckinsey.com
- www.doingbusiness.org
- www.pwc.com
- www.towersperrin.com
- www.aseansec.org
- www.apec.org
- www.wfpma.org