

# Online Managing the Global Workforce

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Office Hour: Zoom Thursdays 5:00 – 6:00

**E-Texts:** D. Briscoe, R. Schuler and I. Tarique (2012) *International Human Resource Management 5e*, (Routledge: London). (B, S&T) ISBN 978-0-415-88476-1  
<https://www.routledge.com/International-Human-Resource-Management-Policies-and-Practices-for-Multinational/Tarique-Briscoe-Schuler/p/book/9780415710534>

**Culture Assessment Tools:** Students will need access to a free website to complete all assignments. The link for students is: <http://www.mygiide.com>. For technical support go to: [support@skilify.com](mailto:support@skilify.com)

## Course Description

This asynchronous online course introduces you to the impact of global conditions on the management of human resources at home and abroad. It discusses the expansion of globalization and the growth of US and non-US Multinationals. It considers global human resource management in the context of overseas subsidiaries, domestic locations and their 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. Lastly, this course will give you the tools to assess and help you build cultural agility enhancing your understanding of cultural differences and learning how to adapt behaviors to effectively communicate and build relationships across cultures.

Specifically, this course is about: 1) Global trends, 2) Global strategy/structure; 3) Design and alignment of Global HR Systems; 4) the Global HR function; and 5) Understanding and managing cultural differences

## Learning Objectives

At the completion of this course, you should be able to:

- Describe the realities and trends of global organizations
- Analyze global strategies and structures
- Discuss MNE's different global modes of entry
- Understand and develop cultural agility
- Design global HR strategies for MNEs

## GRADING

Grades will consist of the following components:

4 Assignments: 300 points (30%)

2 Case Analysis: 210 points (21%)

14 Discussion Questions: 140 points (14%)

Class Project: 350 points (35%)

Total 1000 points (100%)

A = 90% +

B+ = 85% - 89%

B = 80% - 84%

C+ = 75% - 79%

C = 70% - 74%

F = less than 70%

## CORSE REQUIREMENTS

### ASSIGNMENTS (300 Points/ 30%)

#### Assignment 1(75 points)

**Global Competitiveness Report:** Students are to look up their country of interest in the *Global Competitiveness Report* and copy and paste this country's Performance Overview and Selected contextual indicators and Social and environmental performance charts and attach as an appendix to the paper. Write a brief paper (2-3 pages) identifying the top two highest scoring pillars of this country and indicate how these scores relate to the region average, and identify what is driving these high scores by listing the **values** (not the rankings) of the strongest components for each of these pillars. Next, identify the two lowest scoring pillars and indicate how these scores compare to the region average, and identify what is driving these low scores by listing the **values** (not the ranking) of the weakest components for each of these pillars.

#### Assignment 2 (75 points)

**Culture Values Assessment Paper:** go to [www.myGuide.com](http://www.myGuide.com), after completing your culture profile self-assessment go to **My Cultural Values Assessment**, and Compare Yourself to Others and enter Country of Interest. Select a country whose culture you are interested in learning more about.

Reflecting on the similarities and differences between your values and your country of interest culture values, **number and answer** the following questions:

1. a. On which cultural values did your personal **values closely align** with your country of interest values? Describe these cultural values based on the information provided in the lectures and results. b. Describe when you are in this culture or with people from this culture, how do you perceive these similarities?

2. a. On which cultural values did your personal **values differ** from your country of interest values? Describe these cultural values based on the information provided in the lectures and results. b. Describe when you are in this culture or with people from this culture, how do you perceive these differences? Provide examples of behaviors you observed.
3. a. For your more salient cultural values (i.e., your two highest scores), describe these cultural values based on the information provided in the lectures and results. b. Explain how these cultural values were **socialized in your** life. In other words, from whom and how were these values learned or reinforced (e.g., parents, family, school, neighborhood, grade school, religion, etc.)?
4. **Attach** a screen shot of your cultural values scores from the My Results Tab (Compare Yourself to Others).

### Assignment 3 (75 points)

**Cultural Agility Self-Assessment Paper:** go to [www.myGiide.com](http://www.myGiide.com), after completing cultural agility assessment, go to **My Cultural Agility Assessment** and view your results in Learn About Yourself. Can also access in “My Results” and View Details. Note, students can purchase their self-assessment report if they wish for more in-depth developmental information. Review your overall scores from 1 - 10 on each of the six competencies, read your results, and **number and answer** the following questions:

1. a. Identify your strengths (i.e., those competencies you scored 7 or above or your **two highest scores**) and describe these competencies based on the information provided in your results and lectures. b. Provide 2 -3 examples from your personal, educational, or professional life that demonstrate a time you exemplified or applied each of these competencies.
2. a. Identify your developmental opportunities (i.e., those competencies you scored below 7 or your **two lowest scores**) and describe these competencies based on the information provided in your results and lectures. b. Review the lectures on how to develop these competences (students also have the option to purchase their custom report) and describe two developmental behaviors for each competency and what actions you can take to develop these competencies.
3. **Attach** a screen shot of your cultural agility competencies scores from the My Results tab (Learn About Yourself).

### Assignment 4 (75 points)

**Culture Assessments of expansion strategy:** go to [www.myGiide.com](http://www.myGiide.com), and go back to **My Cultural Values Assessment**, and enter your Home Country and Country of Interest and compare the scores of each country’s cultural dimensions.

Write a brief paper (2-3 pages) numbering and answering each of the following questions:

1. Highlight all cultural differences between your home country and country of interest that can lead to a culture clash.
2. Based on these cultural difference, identify the talent management challenges you expect entering into this country and which HR practices will need to be revised as a result of these cultural differences.
3. Attach as an appendix a copy of your culture calculator results (the one that also includes your cultural characteristics in comparison to your home and host countries).

### **CASE ANALYSIS (210 points/ 21%)**

There are two cases to analyze. Answer the following case questions and questions related to your project. Students must submit a paper that answers all questions. Please **number and answer** each question in your paper. Expected length between 3 -4 double space typed pages.

#### **Case Study Chapter 10.1 Management Training in Malawi/ Project Company (105 points)**

**Case Discussion Questions:** number and answer the questions below

1. Are there any training techniques that are culture free? Why or why not?
2. How would you design a training program for Malawi? Explain your recommendations based on which cultural dimensions you are considering.
  - a. What training methods, how should it be delivered (location, online, in person)?
  - b. Who would be included in the training?
  - c. Who should deliver it?
  - d. What language and cultural variables would you take into consideration?

#### **Project Company Questions**

3. How would you design a training program for your country of interest? Explain your recommendations based on which cultural dimensions you are considering.
  - a. What training methods, how should it be delivered (location, online, in person)?
  - b. Who would be included in the training?
  - c. Who should deliver it?
  - d. What language and cultural variables would you take into consideration?

#### **Case Study Chapter 11.1 Compensation Problems with a Global Workforce / Project Company (105 points)**

**Case Discussion Questions**

1. What would you do if you were the IHR manager?
2. What kind of global compensation policy would deal effectively with this sort of problem?

#### **Project Company Questions**

3. How would you compensate employees (**international assignees**) relocating from your home country MNC to the target company located in your country of interests?
4. How will local **employees** living in your country of interest be paid considering their cultural characteristics, explain why?

### **PROJECT 350 points (35%)**

Students have the option to complete the project individually or with one other student. This project involves developing a global HR strategy for a multinational company (MNC) targeting a company in a different country as part of an expansion strategy. Students will select a Multinational company (MNC) to study in their home country and, 2. Select a country of interests

outside of their home county's global region for an expansion strategy. Students should select a country that both makes strategic sense for the MNC's expansion strategy and is a country whose culture you are interested in learning. The expansion strategy also involves 3. Targeting a company in this country of interest for either a joint venture, acquisition, or merger.

**I. Business Strategy.** Describe the business strategy of this multinational company and how this company is structured globally. **No more than one page.**

**II. Country of Interest.** Identify a country of interests for a global expansion. Explain why entering into this country makes strategic sense. Summarize the key challenges entering this country based your *Global Competitiveness Report* findings (lowest pillars and weakest components) and indicate what is driving these low scores by assessing the values (not the ranking) of the weakest components. Attach the Performance Overview and Selected contextual indicators and Social and environmental performance charts as Appendix A. **No more than two pages, excluding appendix A.**

**III. Expansion Strategy.** Identify a company to target in your country of interests. Explain your expansion strategy for entering the country of interest, e.g. merger, acquisition, or joint venture (must be one of these strategies), and why targeting this company makes strategic sense. **No more than one page.**

**IV. Culture Assessment.** Describe and compare the cultural characteristics of your home country and your country of interest for your expansion strategy. Identify any possible "culture clashes" between the two counties and the key talent management challenges what you will need to do to mitigate these concerns to ensure a successful merger or joint venture. **Attach as Appendix B** a copy of your culture calculator results (comparing the cultural dimensions of the home and host countries). **No more than two pages excluding the appendix.**

**V. HR Due Diligence and Integration Plans.** Describe the HR due diligence and integration processes for acquiring, merging, or joint partnering with this company. Describe the key components of your HR due diligence plan and the key steps of your integration plan. **No more than two pages.**

**VI. IHR Strategy.** Design an IHR strategy to ensure a successful expansion strategy. a. Specifically describe the objectives of each of each plan listed below. b. describe how each plan must be designed to **align with the local culture and regulations** (you must explain which cultural dimension or regulations you are considering). c. Describe which of these plans are to be managed globally or locally (centralized or decentralized).

1. **Workforce Staffing Plan:** how will you staff the new organization locally, and what is the process for identifying, selecting, preparing, and sending expats
2. **Training a Development Plan:** what are the competencies and behaviors that employees and expats need, how will you design this program, what methods, who will attend, who will deliver?
4. **Performance Management and Compensation Plan:** what are the key performance objectives for employees and expats, how will you design compensation and benefit plans for **employees** living in this country; how will you design compensation and benefit plans for **international assignees** sent on long-term assignments (note, in addition to cultural and regulatory factors, you must consider tax and cost-of-living differences)
5. **Job and Organizational Design:** how will local jobs be designed: degree of standardization/complexity, amount of autonomy, decision making authority, amount of interdependencies, etc. how will the local organizational structure be designed: what is the structure of the organization, e.g., hierarchical, flat, cross-functional, networked?
6. **Global Leadership Program:** how will you to identify (what criteria), assess (what methods), and develop (what methods) both high potential and experienced employees.

This is the **most important part of the paper (average 10 pages)** and will be given the greatest weight in grading (**60%**). Make sure you answer all three questions in part VI (a-c) for each plan 1 – 5.

### **Paper Format**

Create **headings** following the format I – VI, e.g. Business Strategy, Country of Interest, etc. For part VI create subheadings for each part 1 – 5, e.g. Workforce Staffing Plan, Training and Development Plan, etc. Appendices A and B are inserted at end of paper.

This must be a professionally and well-written paper for an executive audience, properly cited (using the MLA format) paper. Good enough to send to executive management. Papers should be between **15 – 20 doubled-spaced pages (12pt font) excluding references, appendixes, etc.**

### **PARTICIPATION (14%)**

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 sharing your own views and experiences, bringing in relevant current information, and in general contributing to our learning process.

Participation grade will be based on thoughtful, accurate, and timely responses and replies to all **Discussion Questions**, due on **Wednesday** and timely submission of all assignments and project, due on **Sunday**.

### Academic Honesty

The rights of students will be protected to insure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies.

### Class Schedule

Date	Topic	Readings / Assignments
Week 1 Class 1 5/31	Lec. 1: Introduction GHRM  Lec. 2: Global Demographic Trends  Lec. 3: Technology Trends	<b>Chapters 1, 2</b>  <b>Readings:</b> <i>Global Trends</i>  <i>Global talent management: Literature review, integrative framework, and suggestions for further research</i>  1. Submit Multinational Company based in your home country 2. Submit a country of interest in a different global region and 3. Submit a target company in your country of interest
Week 1 Class 2 5/31	Lec. 1: Global Business and Economic Trends  Lec. 2: Global Competitive Report	<b>Reading:</b> <i>Global Competitive Report</i> Focus on your country of interests  <b>Discussion Question:</b> How are all the trends we reviewed impacting global business and talent management?

<p>Week 2 Class 3 6/6</p>	<p>Lec. 1: Global Strategy, Design, Structure</p> <p>Lec. 2: Cross-Border Teams and IHRM</p>	<p><b>Chapter 3</b></p> <p><b>Reading:</b> <i>The Helix Organization</i></p> <p><b>Assignment 1 Due</b> – Global Competitive Report</p> <p><b>Discussion Question:</b> How is your company structured globally? Explain why.</p>
<p>Week 2 Class 4 6/6</p>	<p>Lec. 1: M&amp;As, JVs, and Alliances</p> <p>Lec. 2: Due Diligence and the Role of HR</p>	<p><b>Chapter 4</b></p> <p><b>Reading:</b> <i>Daimler Chrysler Merger</i></p> <p><b>Discussion Question:</b> What entry strategy would you recommend for your company’s move into your country of interest, either a merger, acquisition, joint venture? – Explain why.</p>
<p>Week 3 Class 5 6/13</p>	<p>Lec. 1: Global Employment and Labor Laws</p> <p>Lec. 2: Global Ethics and Corporate Social Responsibility</p>	<p><b>Chapters 6, 7</b></p> <p><b>Readings:</b> <i>An International Guide to Employment Laws Across 28 Countries</i></p> <p><i>So You’re Going Global! Five Employment Basics for U.S. Companies Expanding Overseas</i></p> <p><b>Discussion Question:</b> Are there universal employment/labor rights that should apply across all cultures? If yes, indicate which one. Explain why</p>
<p><b><i>Classes 6 – 10 Building Cultural Agility</i></b></p>		
<p>Week 3 Class 6 6/13</p>	<p>Lec. 1: Introduction to Building Cultural Agility</p> <p>Lec. 2: Understanding Cultural Differences</p> <p><b>Videos</b></p> <p>Your DNA Journey <a href="https://www.youtube.com/watch?v=tyaEQEmt5ls">https://www.youtube.com/watch?v=tyaEQEmt5ls</a></p> <p>Michele Gelfand: The Secret Life of Social Norms <a href="https://www.ted.com/talks/michele_gelfand_phd_the_secret_life_of_social_norms">https://www.ted.com/talks/michele_gelfand_phd_the_secret_life_of_social_norms</a></p>	<p><b>Discussion Question</b></p> <p>What are the socializing agents or drivers of cultural values? Think about why there are differences across countries. Provide two examples how two of your cultural values were formed.</p>

<p>Week 4 Class 7 6/20</p>	<p>Lec. 1: How to Read Cultural Cues and Build Relationships Across Cultures</p> <p><b>Videos</b></p> <p>Andy Molinsky: Reaching across cultures <a href="https://hbr.org/video/2363497345001/reaching-across-cultures-without-losing-yourself">https://hbr.org/video/2363497345001/reaching-across-cultures-without-losing-yourself</a></p> <p>Julien Bourrelle: Learn a New Culture <a href="https://youtu.be/GhA9eypocE0">https://youtu.be/GhA9eypocE0</a></p>	<p><b>Discussion Question</b></p> <p>Indicate your country of interest. Based on your Cultural Values Assessment, describe how best to communicate and develop relationships when conducting a meeting or doing business in your country of interest.</p> <p><b>Assignment 1 Due:</b></p> <p><b>Culture Values Assessment Paper</b></p>
<p>Week 4 Class 8 6/20</p>	<p>Lec. 1 Understanding Cultural Agility Competencies</p> <p><b>Videos:</b></p> <p>Juliana Mosley: Cultural Humility <a href="https://www.ted.com/talks/juliana_mosley_ph_d_cultural_humility">https://www.ted.com/talks/juliana_mosley_ph_d_cultural_humility</a></p> <p>Angela Lee Duckworth: The power of passion and perseverance <a href="https://www.ted.com/talks/angela_lee_duckworth_gri_t_the_power_of_passion_and_perseverance">https://www.ted.com/talks/angela_lee_duckworth_gri_t_the_power_of_passion_and_perseverance</a></p>	<p><b>Discussion Question</b></p> <p>Give examples (e.g. what needs to be achieved) when it is best for global employees to have each of these orientations: 1) Cultural minimization, 2) Cultural adaptation, and 3) Cultural integration orientation.</p>
<p>Week 5 Class 9 6/27</p>	<p>Lec. 1: How to Develop Your Cultural Agility Competencies</p>	<p><b>Discussion Question</b></p> <p>Describe two cultural agility competencies and two methods you recommend for developing these competencies.</p> <p><b>Assignment 2 Due:</b></p> <p><b>Cultural Agility Self-Assessment Paper</b></p>
<p>Week 5 Class 10 6/27</p>	<p>Lec. 1: Adapting to a New Culture</p> <p><b>Videos</b></p> <p>Culture Shock and the Cultural Adaptation Cycle <a href="https://youtu.be/g-ef-xhC_bU">https://youtu.be/g-ef-xhC_bU</a></p> <p>Celeste Headlee: 10 Ways to Have a Better Conversation <a href="https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation">https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation</a></p>	<p><b>Discussion Question</b></p> <p>What is Culture Shock? Describe three strategies for overcoming culture shock.</p> <p><b>Readings:</b> <i>Evolving and enduring challenges in global mobility</i></p> <p><i>Global talent management and performance in multinational enterprises: A multilevel perspective</i></p>

	<b>Part 2</b> Lec. 1: HR Systems and Global Talent Management	
Week 6 Class 11 7/4	Lec. 1: Global Workforce Planning and Staffing  Lec. 2: International Assignees Management	<b>Chapters 8, 9</b>  <b>Reading:</b> <i>World Employment and Social Outlook</i>  <b>Assignment 4 Due: Cultural Assessment of expansion strategy</b>  <b>Discussion Question:</b> Based on the material covered in the lectures and readings, describe how you would select employees to be sent on global assignments in your country of interest.
Week 6 Class 12 7/4	Lec. 1: Global Training and Development  Lec. 2: International Assignees Training	<b>Chapter 10</b>  <b>Case Study Due: Chapter 10.1</b> Management Training in Malawi and Project Company  <b>Discussion Question:</b> Based on the cultural differences of your home country and country of interest, what are the greatest challenges developing global training programs for all employees?
Week 7 Class 13 7/11	Lec. 1: Global Compensation and Benefits  Lec. 2: Global Performance Management	<b>Chapters 11, 12</b>  <b>Reading:</b> <i>Internationally mobile employee benefits survey</i>  <b>Case Study Due: Chapter 11.1</b> Compensation Problems with a Global Workforce and Project Company  <b>Discussion Question:</b> What global compensation approach would you use to pay the expats you plan to send to your country of interest on long-term global assignments for your expansion strategy?

<p>Week 7 Class 14 7/11</p>	<p>Lec. 1: Global Leadership Development  Lec. 2: Class Project Review</p>	<p><b>Readings:</b> <i>Developing global leaders</i>  <i>Dynamic cross-cultural competencies and global leadership effectiveness</i></p> <p><b>Discussion Question:</b> Which personality traits would you consider when selecting global leaders for your expansion strategy? Explain why?</p>
<p>Week 8 Class 15 7/18</p>	<p>Lec. 1: Comparative Global HR Systems and Global HR Competencies</p>	<p><b>Chapters</b> 13, 14, 15</p> <p><b>Project Due – Global HRM Strategy</b></p> <p><b>Discussion Question:</b> Complete course feedback form</p>