



**Managing the Global Workforce**  
**38: 533: 665: 01**  
**Fall 2019**

**Professor Maria Kraimer**

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**Weekly Class Meetings:** Tuesdays, 7:20-10:00pm, Levin 004

**Attendance is Required** on the following dates:

- October 8 (Simulation)
- October 22 (Exam 1)
- December 3 OR December 10 (Presentations)
- December 17 (Exam 2)

**My contact information:**

Email: maria.kraimer@rutgers.edu

Office phone: 848-445-9449

Office location: 211 Levin

Office hours: Tuesday 3:00-4:00pm, or by appointment

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**Required Materials:**

- (1) **Readings and Cases in International Human Resource Management**, Reiche, B.S., Gunter K.S., Mendenhall, M.E., Oddour, G.R (Editors), **6<sup>th</sup> edition**, Routledge publishing  
(Available for rent or purchase at <https://www.routledge.com/Readings-and-Cases-in-International-Human-Resource-Management-6th-Edition/Reiche-Stahl-Mendenhall-Oddou/p/book/9781138950528>). You may also be able to purchase it on Amazon.
  - (2) There will be one Harvard Business Simulation: ***Global Collaboration Simulation: Tip of the Iceberg***. Instructions for purchasing it will be posted on CANVAS. The cost is \$15 and everyone must register for the simulation. The simulation will be played on October 8 and 15, and is the basis for an individual assignment.
  - (3) All lecture slides will be posted each week under Lecture Slides in CANVAS.
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**Course Description:**

This course introduces you to the impact of globalization on the management of human resources. We will discuss global human resource management in the context of foreign subsidiaries, international joint ventures, international mergers and acquisitions, and the multinational enterprise itself. We will explore country differences due to such factors as national culture, legal regulations, economic and education levels, and business customs. A focus is on understanding multicultural differences and how that impacts teams and interpersonal relationships. We also discuss the various staffing options for global operations. Learning is primarily through case studies of global companies and their management and personnel issues.

**Goals and Objectives of Course:**

- (1) Understand the human resource challenges of global expansion;
- (2) Understand and better manage cultural differences;
- (3) Understand how to align global HR practices with global strategy;
- (4) Understand and better manage the staffing of global operations;
- (5) Develop your decision-making and analytical skills through a team project and cases.

**SMLR LEARNING OBJECTIVES**

This course is designed to help students attain the following specific SMLR learning objectives:

**I) Written & Oral Communication** — Communicate effectively at a level and in modes appropriate to an entry level professional.

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce high quality executive summaries
- Make an argument using contemporary and/or historical evidence
- Present ideas and arguments in a logical and effective way

**III) Research Skills** — Demonstrate an ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories and approaches to workplace issues.

- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Assess and critique relevant evidence and research findings

**IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.**

- Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

**V) Understanding Context** — Evaluate the context of workplace issues, public policies, and management decisions

- Analyze the degree to which forms of human difference shape a person's experience of, and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a global context (HRM)

**VI) Application** — Demonstrate an understanding of how to apply knowledge necessary for effective work performance

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

**VII) Professional Development** — Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

- Develop effective presentation skills appropriate for different settings and audiences
- Understand cultural differences and how to work in a multicultural environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies

### COURSE REQUIREMENTS

Assessment	Possible Points	Percentage of Grade
1. In-class Activities and Case Discussion	30	15%
2. Team Project - HWC	40	20%
3. Simulation Assignment (individual)	20	10%
4. Country Presentation (individual)	10	5%
5. Exam 1	50	25%
6. Exam 2	50	25%
<b>Total Points Possible</b>	<b>200</b>	<b>100%</b>

**(1) In-Class Activities and Case Discussions (30 points; 15% of grade)**

Much of the class will involve in-class case discussions and learning activities. These cases and activities require a great deal of student contribution for everyone to learn. Per the schedule at the end of the syllabus, there will be 1-2 cases assigned each week. **It is important that everyone read the cases and be ready to discuss it in class.** Case questions for you to think about before coming to class will be posted in the lecture slides each week. If you are not able (because you did not read the case) to participate in discussion of the cases, you will not receive any points toward this component of the grade. If you are shy and speaking in class makes you nervous, you must learn to overcome this fear in order to do well on this component of your grade. If English is a second language for you, then you will need to spend more time preparing answers to the questions before coming to class. There are only 12 students so this is a great opportunity to learn to speak-up with a group of people. I promise you that it becomes easier to speak-up in class (even in a foreign language) the more you do it. Participating in case discussions can earn you up to 10 points towards

this component of the grade. I will provide feedback once during the semester.

In addition to case discussions, there will be in-class activities completed in small groups (2-3 students). As a group, you will need to write down your responses to the activity questions or instructions. I will collect these activities for grading purposes. *Many of the activities will be based on the cases.* There will be 10 in-class activities throughout the semester. *These activities are announced in class, the day of the activity.* Other than reading the assigned cases, there is generally no prep work involved. Each of the 10 in-class activities will be evaluated on a scale from 0 to 2 (0 = did not submit work/was absent; 1 = minimal effort; 2 = good effort). **“Good effort” means that you have applied concepts from the readings to the activity/case and thoroughly answered the questions.** This means you can earn up to 20 points (10 activities X 2 points) for in-class activities.

You are not able to make-up for missed activities unless you have a University-excused absence and you inform me ahead of time that you will be missing class. The point is for you to be in class working on the activity.

## **(2) Team Project (40 points; 20% of grade).**

You will work in 3-person teams on an interactive case throughout the semester. As a team you will be responsible for preparing a written report/analysis on “The Heartland Widget Company (HWC) Goes Global: An Interactive Case” developed by Professor Randall Dunham. The purpose of this case is to provide you with an opportunity to apply the concepts learned from the lectures and readings by making key choices about international expansion efforts and the human resource challenges associated with these efforts. Specific objectives are to: (1) provide an in-depth analysis of the international HRM functions of one company (HWC); (2) focus on a comprehensive set of analytical tools and best practices in international HRM; (3) create extensive familiarity with pertinent resources on countries, cultures, and international HRM practices; and (4) stimulate deliberations over fundamental international human resource management tasks and challenges. **This written report is composed of several modules with proposed “due dates” throughout the semester.** The “due dates” are guidelines for completing this project in a timely manner. I will check-in with teams as each “due date” approaches. The complete report is due on December 3 by 7:20pm. Please bring a hard copy to class.

**Note: Peer evaluations will be completed at the end of this project. If justified by the evaluations, individual scores may be lowered, compared to the team score.**

## **(3) Simulation Assignment (20 points; 10% of grade)**

*Global Collaboration Simulation: Tip of the Iceberg* can be accessed at the Harvard website (to be provided later in the semester). This online simulation reproduces the communication dynamics that occur during global collaborations, in which globally diverse work teams attempt to interact in English. The simulation itself will be done during class time on October 8 and takes about 30 minutes. Each student, individually, will then write a Debriefing Report. The Debriefing Report is due on October 15, at which time there will be a follow-up simulation. Submit your report through CANVAS. You must be in class on October 8, and bring a laptop or tablet, to complete this assignment.

**(4) Country Presentation (10 points; 5% of grade)**

During the last two weeks of class, each student will make a 10-15 minute presentation about a country of your choice (it cannot be your home country). Students will be randomly assigned to present on either December 3 OR December 10. You must get your chosen country approved by me as the only requirement is that each student select a different country. Your presentation should provide an overview of the country's culture, labor laws/standards, social safety net, ethical climate, business customs/norms, and typical HR practices provided by large corporations (e.g., type of pay, benefits, etc.). This information can be obtained through the readings and websites provided throughout the semester and your own internet search. You should end the presentation with a set of recommendations for HR policies/practices for a U.S. company wanting to open an office in that country.

You are expected to prepare powerpoint slides for this presentation. No other written documents are required for your presentation. I will grade each student on the presentation itself (including proper preparation of powerpoint slides). Be sure to make your presentation slides engaging. Please submit your presentation slides in CANVAS before class time on the date of your presentation.

Grading criteria of the presentation will be posted on CANVAS.

**(5) Exams (total of 100 points; 50% of grade)**

There will be two non-cumulative exams during the semester each worth 25% of your course grade (i.e., 50 points each test). The exams will consist of short answer questions. Each exam covers the following material.

<b>Exam</b>	<b>Material Covered</b>	<b>Date</b>
Exam 1	Weeks 1-7; Parts I, II, and Reading 4.1 of textbook	October 22
Exam 2	Weeks 9-13; Parts III, IV, and V	December 17

**The exams are closed book, closed-notes. The questions will cover the assigned readings in the textbook, lecture slides, and any class handouts, in the weeks before the exam date.**

Once you arrive to the examination, you will not be allowed to leave the room until your test is complete. You will have the full class time to take the exam. University and SMLR guidelines governing all forms of academic dishonesty will be strictly enforced. You will be allowed to take a make-up exam only in extenuating circumstances, such as documented illnesses or emergencies. You must notify me of the emergency or illness within 48 hours from the time of the exam either via phone or email. Students who fail to show-up for a scheduled exam or the arranged make-up exam will receive zero (0) points for it. I hope this does not happen to anyone.

## GRADE ALLOCATIONS

I will total your accumulated points at the end of the semester to determine your letter grade for the course as follows:

Points	Percentage	Letter		Points	Percentage	Letter
194+	97%+	A+		156-159.5	78-79.9 %	C+
180-195.5	90% - 96.9%	A		144-155.5	72-77.9 %	C
176-179.5	88-89.9 %	B+		140-143.5	70-71.9 %	C-
164-175.5	82-87.9 %	B		120-139.5	60-69.9 %	D
160-163.5	80-81 .9%	B-		0-119.5	59% and below	F

## POLICIES

**Expectations:** My expectations are that students will attend weekly class meetings on a regular basis and will be well prepared for each class session. In particular, students should read the relevant cases prior to each class session. In addition, it is important that students complete preparation work for any exercises or cases prior to class. Proper preparation will facilitate learning for everyone. I expect students to treat each other, and me, courteously. I also request that you do not surf the internet or text during class time (please!).

In return, you can expect me: to provide you with a classroom environment that is conducive to learning; be well organized and prepared for each class lecture and to facilitate assigned activities; provide an environment that is respectful of others' opinions; provide reasonable guidance on all assessments; and treat you fairly and courteously.

**Communication Maintenance:** Please be aware that any announcements that impact the class schedule or assessments will be sent to *your university email address (@rutgers.edu)*. Please be sure to check that email account on a regular (daily) basis during the semester and final exam period. I will also post important announcements on CANVAS. Please feel free to call my office phone or email me with questions or concerns about the course and/or any assignments. I will endeavor to reply to you within 48 hours. If you are absent from a class, please ask a fellow student for the lecture notes.

**Attendance Policy:** Attendance at all scheduled classes shall be expected. Failure to attend classes with no authentic excuse will negatively affect your grade – as attendance and participation are accounted for in the course assessment. Rutgers University Attendance Policy has assigned the following recognized grounds for absences:

1. Illness requiring medical attention (written proof is needed).
2. Curricular or extracurricular activities approved by the faculty.
3. Personal obligations claimed by the student and recognized as valid (pre-approved by the

instructor unless it is a family emergency).

4. Recognized religious holidays (please refer to the links at the end of this section).

5. Severe inclement weather causing dangerous traveling conditions (Rutgers University usually cancels classes when the weather conditions are not safe for commute).

As a general guideline, students have to attain the instructor's approval before their day of absence unless it is an emergency. At least two weeks' notice is required before any examination date. If the cause of absenteeism is legitimate, then the instructor will work with the student to make-up required exercises and examinations. The following links further clarify the attendance policy:

Rutgers' Attendance Policy: <http://policies.rutgers.edu/sites/policies/files/10.2.7%20-%20current.pdf> .

Rutgers' Religious Holiday Policy: <https://scheduling.rutgers.edu/scheduling/religious-holiday-policy>

Interfaith Calendar: <http://www.interfaithcalendar.org/index.htm>

NJ Department of Education Religious Holiday List:

<http://www.state.nj.us/education/genfo/holidays.htm>

**Academic Misconduct:** All students enrolled in this course are responsible for abiding by the guidelines outlined in the University's Academic Integrity Policy. You can find the full policy at <http://academicintegrity.rutgers.edu/academic-integrity-policy/>. In particular, the principles of academic integrity require that a student do the following:

- *Properly acknowledge and cite all use of the ideas, results, or words of others.*
- *Properly acknowledge all contributors to a given piece of work.*
- *Make sure that all work submitted as his or her own in a course or other academic activity is produced without the aid of impermissible materials or impermissible collaboration.*
- *Obtain all data or results by ethical means and report them accurately without suppressing any results inconsistent with his or her interpretation or conclusions.*
- *Treat all other students in an ethical manner, respecting their integrity and right to pursue their educational goals without interference. This requires that a student neither facilitate academic dishonesty by others nor obstruct their academic progress.*
- *Uphold the canons of the ethical or professional code of the profession for which he or she is preparing.*

If you have any questions about what is expected of you generally or on any specific assignment, please do not hesitate to ask me.

**Accommodating Disabilities:** “Rutgers University welcomes students with disabilities into all of the University's educational programs. In order to receive consideration for reasonable accommodations, a student with a disability must contact the appropriate disability services office at the campus where you are officially enrolled, participate in an intake interview, and provide documentation: <https://ods.rutgers.edu/students/documentation-guidelines>. If the documentation supports your request for reasonable accommodations, your campus's disability services office will provide you with a Letter of Accommodations. Please share this letter with your instructors and discuss the accommodations with them as early in your courses as possible. To begin this process, please complete the Registration form on the ODS web site at: <https://ods.rutgers.edu/students/registration-form>”. For additional information, please visit the website of the Office of Disability Services at: <https://ods.rutgers.edu/students>.

If you have a disability that may require some modification of seating, testing, or any other class requirement, please let me know as soon as possible so that appropriate arrangements can be made. Similarly if you have any emergency medical information about which I should know, or if you need special arrangements in the event the building must be evacuated, please let me know. Please see me after class hours or during my scheduled office hours or schedule an appointment.

**Student Wellness Services:** Rutgers provides several resources to assist student who may be experiencing distress or mental health concerns. The following are some of the resources that are available to you if you need them.

Counseling, ADAP & Psychiatric Services (CAPS)

(848) 932-7884 / 17 Senior Street, New Brunswick, NJ 08901/ [www.rhscaps.rutgers.edu/](http://www.rhscaps.rutgers.edu/)

CAPS is a University mental health support service that includes counseling, alcohol and other drug assistance, and psychiatric services staffed by a team of professional within Rutgers Health services to support students' efforts to succeed at Rutgers University. CAPS offers a variety of services that include: individual therapy, group therapy and workshops, crisis intervention, referral to specialists in the community and consultation and collaboration with campus partners.

Violence Prevention & Victim Assistance (VPVA)

(848) 932-1181 / 3 Bartlett Street, New Brunswick, NJ 08901 / [www.vpva.rutgers.edu/](http://www.vpva.rutgers.edu/)

The Office for Violence Prevention and Victim Assistance provides confidential crisis intervention, counseling and advocacy for victims of sexual and relationship violence and stalking to students, staff and faculty. To reach staff during office hours when the university is open or to reach an advocate after hours, call 848-932-1181.

Disability Services

(848) 445-6800 / Lucy Stone Hall, Suite A145, Livingston Campus, 54 Joyce Kilmer Avenue, Piscataway, NJ 08854 / <https://ods.rutgers.edu/>

The Office of Disability Services works with students with a documented disability to determine the eligibility of reasonable accommodations, facilitates and coordinates those accommodations when applicable, and lastly engages with the Rutgers community at large to provide and connect students to appropriate resources.

Scarlet Listeners: (732) 247-5555 / <http://www.scarletlisteners.com/>

Free and confidential peer counseling and referral hotline, providing a comforting and supportive safe space.

**Grade Appeals:** If you have a concern about a grade that you receive on any assignment in this class you are invited to submit a written appeal to me within one week of receiving the grade in question. This appeal should outline your specific concerns with the grade and the evidence you have to support why it should be changed. I will consider your written appeal and schedule time to talk to you regarding the grade.

**Submitting Assignments and Make-up Exams:** All written assignments must be submitted before the beginning of the class period on their respective due dates. Late submission of

assignments will incur a penalty of 10% per business day and applies to each team member for team-based assignments.

Assignment extensions and make-up exams are only available in extenuating circumstances (i.e., medical/health emergency for yourself or dependent, death in the immediate family, mandatory religious observations, or university-related mandatory travel) *and must be approved by me prior to the assignment or exam due date*. Written proof of the extenuating circumstance, from a legitimate authority, is required at the time the request is made.

**Not Happy with this Course?** Any concerns you have regarding this course should first be discussed with me, Maria Kraimer. If I can't resolve your concern to your satisfaction, you may contact the MHRM Program Director (David Ferio). I truly hope you enjoy this course though ☺

**Other Course Policies:** All other course policies are governed by the School of Management and Labor Relations.

### Course Content and Schedule

All Readings and Cases can be found in the textbook (Readings and Cases in International HRM)

<b>Week/ Date</b>	<b>Topic</b>	<b>Required Reading/Case</b>
1 Sept 3	Introduction to International HRM	Preface: White Water Rapids Reading 1.1
2 Sept 10	HRM Challenges, Strategies, and External Forces	Reading 1.2 Case 1.1: Peter Hansen Case 1.2: SocoMetal
3 Sept 17	HRM Challenges, Strategies, and External Forces	Reading 1.3 Case 1.3: Four Seasons Goes to Paris
4 Sept 24	Delta Airlines visiting (first 15 minutes) Cultural Differences and Diversity	Reading 2.1 and 2.2 Case 2.1: Olivia Francis Case 2.2: Johannes Van Den Bosch Sends an Email
5 Oct 1	Multicultural Diversity	Reading 2.3 Case 2.3: Uwa Ode
<b>6</b> <b>Oct 8</b>	Global Work Teams <b>Global Collaboration Simulation</b>	Reading 4.1 <b>Attendance required</b>
7 Oct 15	Global Work Teams continued Review for exam	<b>Simulation Report Due</b>
<b>8</b> <b>Oct 22</b>	<b>EXAM 1</b>	<b>Attendance required</b>
9 Oct 29	Global Mergers and Acquisitions	Reading 4.2 and 4.3 Case 4.1: Hailing a New Era Case 4.3: Guangdong Electronics
10 Nov 5	Global Staffing	Reading 3.1 Case 3.2: Selecting a Country Manager
11 Nov 12	Expatriate Performance Management and Compensation	Reading 3.2 and 3.3 Case 3.1: Fred Bailey Case 3.3: Andreas Weber's Reward
12 Nov 19	Ethical Issues and CSR	Reading 5.1 and 5.2 Case 5.1: Changmai Corp
13 Nov 26	Ethical Issues and CSR	Case 5.2: Levi Strauss & Co.
<b>14</b> <b>Dec 3</b>	<b>COUNTRY PRESENTATIONS</b>	<b>Attendance required for today's presenters</b>  <b>Team Project Due</b>
<b>15</b> <b>Dec. 10</b>	<b>COUNTRY PRESENTATIONS</b>	<b>Attendance required for today's presenters</b>
16 Dec. 17	<b>Exam 2</b>	Exam 2