



## School of Management and Labor Relations

### Managing the Global Workforce Fall, 2020

**Instructor:** Robert Calamai

**Class sessions:** Wednesdays, 4:30 – 7:10 pm\*

**Email:** rtc58@rutgers.edu

**Phone:** 203-940-2630

**Office Hours:** By appointment

(\*see additional information in the Synchronous Course Description section of this syllabus regarding class time)

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**Optional Text:** D. Briscoe, R. Schuler and I. Tarique (2015) *International Human Resource Management 5e*, (Routledge: London). (B, S&T) ISBN 978-0-415-7105-34

**Case Studies:** Harvard Business School Case Studies: See below for information on how to access our assigned case studies

**Canvas:** The syllabus, PowerPoint presentations, and other important course documents will be posted to Canvas: <https://Canvas.rutgers.edu>. Please check Canvas often for additional resources and for any changes to the syllabus.

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## Course Description

This course introduces you to the many global aspects of the management of human resources. It discusses the expansion of international trade and the growth of multinational enterprises (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.

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## Synchronous Course Description:

The core portion of our class will be conducted during live “virtual” Zoom sessions, starting at 4:30 pm (eastern time), and will last approximately 2 hours, depending on the topic discussed that week. We will cover the remaining 1 hour of course material asynchronously via exercises, case studies, discussion forums, and other content. Additional information on these items are discussed in other sections of this syllabus.

We will be using Zoom for the live virtual portion of our weekly class. Rutgers has a university-wide account with Zoom. **Make sure you have signed up for this RU account before the first class.** Contact the RU Help Desk (833-648-4357) if you need assistance or have questions on Zoom. If you anticipate having any connectivity issues (i.e. access to internet, etc.) please contact me and I will work with you to make sure you can access the key course content.

Although the above live classes will be recorded via Zoom, attendance during the live classes is extremely important, since we will be reviewing many of the key concepts, and your class participation during these sessions is an important part of your overall grade. You will be required to activate both your audio and video during these sessions, so it’s important that you have these technical capabilities before the first class.

## 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 and Grading**

**(Specific due dates noted on the course outline below, and on the detailed assignment documents)**

**1) Class Participation (20% of course grade):** You will be expected to actively participate during class. One of the core discussions (for several classes) will be the assigned case studies. It is imperative you are prepared to discuss these case studies, as you will often be part of an “in-class” team that will discuss the case study and then share your insights with the broader class.

I may post short articles on Canvas in a “Discussion Forum” and you will be expected to participate in these forums. We will also review a few short global exercises in class and your participation in these discussions will be part of your overall class participation grade.

Lastly, we may have a guest speaker in our class during the semester, and students are expected to participate in the discussions and topics brought forward by these experts.

**2) Case Study (Individual Assignment – 20% of course grade):**

This will involve analyzing a case study. The two cases are listed on page 7 of this syllabus. You will choose from two case studies, based on your interest in the topics covered in the cases. **A separate handout detailing this assignment will be provided and posted on Canvas. This assignment is due no later than October 2nd at midnight. Upload your assignment to Canvas.**

**3) Midterm Examination – 20% of course grade):**

This examination will cover PowerPoint slides, readings, case studies, articles, and information discussed in class. This will be a take-home examination. The examination will contain essay questions and a short case study. **The examination is due on October 23<sup>rd</sup> at midnight. Upload your examination to Canvas.**

**4) In-the-news presentations (Team Assignment – 15% of course grade):**

You will be assigned to a team early in the semester. The requirement is for each team to identify a current “in-the-news” example of a MNE’s (Multinational Enterprise) global business practice/issue, and cover the Global HR implications of this practice(s). The presentation should be no more than 20 minutes to permit time for class questions and answers. Each team will be assigned a grade for this presentation, and this grade will be shared by every member of the team. *A separate handout detailing this assignment will be provided and posted on Canvas, and presentation dates are noted on the Course Schedule below.*

**5) Final Team Presentation (25% of course grade):** You will be assigned to a team early in the semester. Your team will choose one of the Presentation Topics noted below. A written summary will accompany your presentation and will be part of your grade. Each team will be assigned a grade for this presentation, and this grade will be shared by every member of the team. *A separate handout detailing this assignment will be provided and posted on Canvas.*  
**Final team presentations are scheduled for December 9th.**

**Final Team Presentation Topics:**

**(note: it is not required to cover all bullets under a topic)**

<p>Topic 1: Key Issues in International Staffing</p> <ul style="list-style-type: none"> <li>- Potential differences in recruiting and selection criteria between domestic HR practices and global HR policies and practices in the home country</li> <li>- Potential different staffing approaches as related to countries chosen for comparative analysis</li> <li>- What is the best staffing strategy for starting new multinational facilities (leverage local talent vs. sourcing talent globally)?</li> <li>- How should MNCs respond to talent poaching?</li> </ul>
<p>Topic 2: Compensation issues within the international workforce</p> <ul style="list-style-type: none"> <li>- Equity issues within the international workforce including pay gaps and pay differentials</li> <li>- Compensation policies in different countries</li> <li>- Challenges to employee motivation and workplace morale and engagement</li> </ul>
<p>Topic 3: Performance Management of International Employees</p> <ul style="list-style-type: none"> <li>- Factors affecting international employee performance</li> <li>- Validity or effectiveness of performance appraisals</li> <li>- Current trend of eliminating a formal performance appraisal process – how is this working across borders?</li> <li>- New trends in performance management of international employees</li> </ul>
<p>Topic 4: Career Development through International Assignments</p> <ul style="list-style-type: none"> <li>- The importance of career development planning for international assignees</li> <li>- Challenges of career development planning and implementation</li> <li>- How to manage repatriation</li> <li>- The relationship between international assignments and career success</li> </ul>
<p>Topic 5: Cross-Cultural Gender Issues:</p> <ul style="list-style-type: none"> <li>- Comparative country/organization contexts</li> <li>- Career opportunities and challenges for women expatriates vs. their male counterparts</li> <li>- Key gender issues related to expatriates that MNC's should consider</li> <li>- HR policy evaluation and recommendations</li> </ul>
<p>Topic 6: Labor Union and International Employee Relations:</p> <ul style="list-style-type: none"> <li>- Local or regional regulations and labor law</li> <li>- Union organizing practices and their impacts on international business expansion</li> <li>- Global HRM policy guidelines and recommendations</li> </ul>

Topic 7: The role of Global HRM in Cross-Cultural Ethical Issues and Corporate Social Responsibility:

- Conflicting issues in the country/organization contexts, such as work conditions, fair pay, subcontractors, safety, bribery, environmental concerns, etc.
- Normative principles and standards
- Recommended policies and practices

Topic 8: MNC's from (headquartered in) the Developing Countries

- The overview of MNC's from the developing countries
- Challenges they face when they try to enter the markets of the developed countries
- How should they select, train, evaluate, pay and retain their employees (including assignees) in the developed countries
- HR policies environment and challenges for the MNCs from the developing countries

**Note: All assignments (team and individual) will be submitted via Canvas, and the Turnitin verification service will be used for this class. Turnitin is a software program used by Rutgers and many other universities to check for originality and plagiarism. For additional information regarding this topic, see:**

**<https://Canvas.rutgers.edu/access/content/public/turnitin.html>**

## **EVALUATION**

Your course grade will be determined as follows:

<b>Course Component</b>	<b>Percentage of Final Grade</b>
Class Participation	20%
Individual Assignment (Case Study)	20%
Midterm Exam	20%
In-the-news (Team Presentation)	15%
Final Team Presentation	25%
<b>Total:</b>	<b>100%</b>

### **Grading Scale**

**90-100 = A**

**88-89 = B+**

**80-87 = B**

**78-79 = C+**

**70-77 = C**

**60-69 =**

***Note: for most assignment grades, I will also use "minus" grades, i.e. A-, B-, C- ; in addition to the standard grades above.***

## **Course Policies**

You are expected to attend every class, which is critical to the success of the course. You are expected to complete all of the reading, and come to class prepared to discuss what you have read. Further, you should be prepared to discuss and debate the material for the course to practice critical thinking and to build your understanding of the material. You should be an active listener, and be respectful of your classmates. If for some reason you are unable to attend a class, you should inform me prior to class. If you miss a class for any reason, you are responsible to find out about materials covered and any changes in schedule or assignments.

Assignments will not be accepted after the noted due date unless special arrangements have been made with the professor in advance. Students will not be permitted to take examinations after the exam date stated on the syllabus. All known student disabilities and religious holidays will be accommodated as appropriate. If you need any accommodation, you should discuss this with me no later than the second class session.

All students will be expected to be familiar with and abide by the University's Academic Integrity Policy. Failure to comply with this policy will result in the student's failure of the course and referral to the Office of Student Conduct.

Students should use their Rutgers e-mail addresses for class communications with the instructor and the members of their team. In addition, we will use Canvas as the primary source of class content, and for other collaboration as required. **As such, students should check their Rutgers email and Canvas on a frequent basis.**

## **Required Readings**

Students are responsible for accessing and completing all readings prior to the class for which the readings are assigned. Required readings listed on the course schedule can be obtained as follows:

**Optional Text:** D. Briscoe, R. Schuler and I. Tarique (2015) *International Human Resource Management 5e*, (Routledge: London). (B, S&T) ISBN 978-0-415-7105-34

### **Harvard Business School Publishing:**

You will see several "HBSP" references in the Course Schedule Below. There are two options for obtaining these reading materials (articles and case studies)

- I have set up a "course pack" unique to our class on the HBSP website. You can click on the following URL and follow the directions for purchasing this material. If you have not done so already, you will need to set up an account on the HBSP website.

**Link for Course Printed Materials:** <https://hbsp.harvard.edu/import/747670>

If you experience technical difficulty, please contact the HBSP Technical Support Group:  
Phone: 1-800-810-8858 (outside the U.S. and Canada, 1-617-783-7700); Monday – Friday 8am to 8pm. E-mail: [techhelp@hbsp.harvard.edu](mailto:techhelp@hbsp.harvard.edu).

- You may be able to access some of this HBSP copyrighted material via the Rutgers library (note: certain case studies may only be available through Harvard Publishing)

Specific List of Cases and Articles (available for purchase from Harvard Publishing)

***For Class discussions - These are also noted on the Course Schedule below:***

1. Navigating the Cultural Minefield (Article)
2. Leading across Cultures at Michelin (A)
3. Maintaining the “Single Samsung” Spirit: New Challenges in a Changing Environment
4. Chick-fil-A: International Expansion Challenges
5. Solvay Group: International Mobility and Managing Expatriates
6. Talent Recruitment at frog design Shanghai
7. Who is the Fairest of Them All? Choosing a Leader at Deronde International
8. In a World of Pay
9. Daimler China: Facing a Media Firestorm
10. BRB Israel (will be posted on Canvas)

***For Individual Assignment - These two case studies will be discussed in greater detail on the assignment sheet for this assignment:***

1. Language and Globalization: “Englishnization” at Rakuten
2. Managing a Global Team: Greg James at Sun Microsystems, Inc.

## Course Schedule – Fall, 2020

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 Sept. 2	Class Intro and Overview  Global Trends; Global HRM	Text: Chapter 1
Class 2 Sept. 9	Global Strategy; Design and Structure	Text: Chapters 2,3
Class 3 Sept. 16	Global M&A; Alliances, Joint Ventures	Text: Chapter 4  HBSP* Article: Navigating the Cultural Minefield
Class 4 Sept. 23	Global HRM and Culture	Text: Chapter 5  HBSP Case Study: Leading across Cultures at Michelin (A)
Class 5 Sept. 30	Law, Ethics, Labor Standards	Text: Chapter 6  HBSP Case Study: Maintaining the “Single Samsung” Spirit: New Challenges in a Changing Environment  <b>NOTE: Individual Assignment Due Friday, October 2<sup>nd</sup> at midnight – upload to Canvas.</b>
Class 6 Oct. 7	Employee Relations	Text: Chapter 7  HBSP Case Study: Chick-fil-A: International Expansion Challenges
Class 7 Oct. 14	Global Talent Management	Text: Chapter 8  HBSP Case Study: Solvay Group: International Mobility and Managing Expatriates
Class 8 Oct. 21	Workforce Planning, Staffing, Repatriation	Text: Chapter 9  HBSP Case Study: Talent Recruitment at frog design Shanghai  <b>Note: Midterm Exam (take-home) due Friday, October 23 at midnight - upload to Canvas</b>

Class 9 Oct. 28	Global Training; Leadership Development	Text: Chapter 10  HBSP Case Study: Who is the Fairest of them All? Choosing a Leader at Deronde International
Class 10 Nov. 4	Global Compensation and Benefits  <i>In the news presentations</i>	Text: Chapter 11  HBSP Case Study: In a World of Pay
Class 11 Nov. 11	Global Performance Management  <i>In the news presentations</i>	Text: Chapter 12  HBSP Case Study: Daimler China: Facing a Media Firestorm
Class 12 Nov. 18	Global HR Function	Text: Chapter 13, 15 Case Study: BRB Israel (PDF will be posted on Canvas).
Nov. 25	<b>No Class – per Rutgers schedule</b>	<b>XXXXX</b>
Class 13 Dec. 2		<b>Guest Speaker - TBD</b>  <b>Time for teams to meet to discuss Final Team Presentations</b>
Class 14 Dec. 9	<b>Final Team Presentations</b>	

**\*HBSP: Harvard Business School Publishing (see Required Readings above)**

Here is a list of useful websites relevant to Global HRM:

[www.dol.gov](http://www.dol.gov)

[www.economist.com/countries](http://www.economist.com/countries) [www.weforum.org](http://www.weforum.org)

[www.internationallawoffice.com](http://www.internationallawoffice.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.hoovers.com](http://www.hoovers.com)

[www.expatriates.com](http://www.expatriates.com)

[www.shrmglobal.org/](http://www.shrmglobal.org/)

[www.aflcio.org](http://www.aflcio.org)

[www.indiagov.org](http://www.indiagov.org)

[www.ahri.com.au](http://www.ahri.com.au)

[www.eurunion.org](http://www.eurunion.org)

<http://embassy.org/embassies>

[www.atkearney.com](http://www.atkearney.com)

[www.mckinsey.com](http://www.mckinsey.com)

[www.doingbusiness.org](http://www.doingbusiness.org)

[www.pwc.com](http://www.pwc.com)

[www.towersperrin.com](http://www.towersperrin.com)

<https://smlr.rutgers.edu/content/center-global-work-employment>