

## **Managing the Global Workforce** **38:533:665:90**

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**E-Texts:** D. Briscoe, R. Schuler and I. Tarique (2012) *International Human Resource Management 4e*, (Routledge: London). (B, S&T) ISBN 978-0-415-88476-1  
([www.routledge.com/books/details/9780415884761/](http://www.routledge.com/books/details/9780415884761/))

**E-Learning Tool:** TASCA Culture Wizard E-Learning system and Cultural Agility Self-Assessment (CASA)

- 1 - Students are to follow the URL for self-registration at [https://tasca.tts-assess.com/en\\_US/register/P22475\\_08\\_2018\\_RU](https://tasca.tts-assess.com/en_US/register/P22475_08_2018_RU)
- 2 - The URL directs them to PayPal. Each student pays \$50.
- 3 - Once paid, each student receives an **email invitation**, unique to him or her.

For technical support go to: *info@TASCAglobal.com*

### **Course Description**

This 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
- Design global HR strategies for MNEs
- Understand and develop cultural agility

## CORSE REQUIREMENTS

### ASSIGNMENTS

#### Assignment 1

Students are to look up their country of interest in the *Global Competitiveness Report* and copy this country's Performance Overview and Selected contextual indicators and Social and environmental performance charts. Also, write a brief paper identifying which of the pillars this country scores above or equal to their region average and indicate their strongest component for each of these pillars; and identify which of the pillars this country scores below their region average and indicate their weakest components for each of these pillars.

#### Assignment 2

**Culture Wizard Reflection Paper:** Using the Cultural Calculator found on the CultureWizard, compare your own values to those of your home country and country of interest. Reflecting on the similarities and differences between your values and the target cultures' values, answer the following questions:

- a. On which cultural values did your personal values align with your country of interest values? When you are in this culture or with people from this culture, how do you perceive these similarities?
- b. On which cultural values did your personal values differ from your country of interest values? When you are in this culture or with people from this culture, how do you perceive these differences?
- c. For two of your more salient cultural values (i.e., ones where you had particularly high or low score), identify how those 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.)?

#### Assignment 3

**Cultural Agility Self-Assessment (CASA) Reflection Paper:** Read through your Cultural Agility Self-Assessment results and answer the following questions:

- a. Identify your strengths (i.e., those competencies for which you scored 7, 8, 9, or 10 on the 10-point scale). Describe these competencies based on the information

provided in the report. Share a story from your personal or professional life where you believe you were exemplifying your strengths.

- b. Identify your developmental opportunities (i.e., those competencies for which you scored 1, 2, 3, or 4 on the 10-point scale). Describe these competencies based on the information provided in the report. Read the “development tips” associated with each of your developmental opportunities. Describe two behaviors from the tips that you can commit to trying. Describe what you will do to develop these competencies.

### **Case Analysis**

There are two cases that are to be analyzed: Case Study Chapter 10.1, and Case Study Chapter 11.1 Each student must submit a paper that answers the case discussion questions. Expected length between 2 -3 double space typed pages.

### **PROJECT**

Students will select a multinational company (MNC) to study in their home country. They will also select a country of interests outside of their home county’s global region: North America, South/Central America, Northern Europe, Southern Europe, Northern Asia, Southern Asia/Pacific, and Middle East/Africa 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 must involve targeting a company in this country of interest.

- a. Describe the business strategy of this multinational company and how this company is structured globally.
- b. Identify a company to target in your country of interest and explain why targeting this company and entering this country makes strategic sense. Explain your expansion strategy for entering the country of interest, e.g. merger, acquisition, or joint venture.
- c. Describe the due diligence and integration processes for acquiring or partnering with this company. Identify any possible “culture clashes” between the two counties and what you will need to do to mitigate these concerns to ensure a successful merger or partnership. Describe the key components of your integration plan.
- d. Develop a global HR strategy to manage the expansion strategy. Describe the MNC’s overall business objectives for expanding into this country and the primary talent management objectives for managing competencies, behaviors, and the environment.
- e. Next, describe the key HR practices and programs needed to be implemented in the new country to achieve these objectives including a workforce staffing plan, training a development plan, compensation and performance management plan, job and organizational design, and global leadership program. Specifically describe which practices and programs are to be global or local (centralized or decentralized) and how

specific HR practices may have to be adapted to the local culture. This should be a well-written, properly cited (using the MLA format) paper of approximately 15 doubled-spaced pages excluding references, appendixes, etc.

## **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 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 and timely responses and replies to all **Discussion Questions**, and timely submission of all assignments and project.

## **GRADING**

Grades will consist of the following components:

3 Assignments: 300 points (30%)

2 Case Analysis: 200 points (20%)

13 Discussion Questions: 130 points (13%)

Class Project: 370 points (37%)

Total 1000 points (100%)

A = 90% +

B+ = 85% - 89%

B = 80% - 84%

C+ = 75% - 79%

C = 70% - 74%

F = less than 70%

## **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 / Assignments	
Class 1	<b>Introduction GHRM</b>  <b>Global Demographic Trends</b>  <b>Technology Trends</b>	<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>  Submit Multinational Company based in your home country  Submit a country of interest in a different global region and a target company
Class 2	<b>Global Business and Economic Trends</b>  <b>Global Competitive Report</b>	<b>Reading:</b> <i>Global Competitive Report</i> Focus on your country of interests  <b>Discussion Question:</b> How are these trends impacting global business and talent management?
Class 3	<b>Global Strategy, Design, Structure</b>  <b>Cross-Border Teams and IHRM</b>	<b>Chapter 3</b>  <b>Reading:</b> <i>The Helix Organization</i>  <b>Assignment 1 Due</b> – Global Competitive Report  <b>Discussion Question:</b> How is your company structured globally? Explain why.
Class 4	<b>M&amp;As, JVs, and Alliances</b>  <b>Due Diligence and the Role of HR</b>	<b>Chapter 4</b>  <b>Reading:</b> <i>Daimler Chrysler Merger</i>  <b>Discussion Question:</b> What entry strategy would you recommend for your company's move into your country of interest– why?

Class5	<p><b>Global Employment and Labor Laws</b></p> <p><b>Global Ethics and Corporate Social Responsibility</b></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? Why?</p>
	<i>Classes 6 – 10 Building Cultural Agility</i>	
Class 6	<p><b>Introduction to Cultural Agility</b></p> <p><b>Understanding Cultural Differences</b></p> <p><b>Cultural Agility</b></p> <p>International Assignment Track: <b>Cultural Awareness Course – Understanding Cultural Dimensions</b></p>	<p><b>Chapter 5</b></p> <p><b>Videos:</b> Your DNA Journey Video</p> <p>TED Talk: The danger of a single story</p> <p><b>Discussion Question</b> What are the drivers of cultural dimensions? Think about why there are differences across countries.</p>
Class 7	<p><b>Country-Specific Information Track</b></p> <ul style="list-style-type: none"> <li>- Research your country of interest</li> </ul> <p><b>Culture Calculator Track</b></p> <ul style="list-style-type: none"> <li>- Compare your cultural values to your Home Country and Country of Interest</li> </ul>	<p><b>Video:</b> Reaching across cultures</p> <p><b>Assignment 2 Due: Culture Wizard Reflection Paper</b></p> <p><b>Discussion Question</b> List three interesting Strategies for success when developing relationships or doing business in your country of interest.</p>
Class 8	<p><b>Working with Track (U.S. and Country of Interest)</b></p> <ul style="list-style-type: none"> <li>- Understanding how culture and personal style influences business and personal interactions</li> </ul>	<p><b>Discussion Question</b> Describe how best to communicate when interacting with others or conducting meetings in your country of interest.</p>

Class 9	<p><b>Developing Cross-Culture Competencies and Cultural Agility</b></p> <p><b>Cultural Agility Track</b></p> <ul style="list-style-type: none"> <li>- Build self-awareness of your strengths and developmental opportunities around your cultural agility</li> </ul> <p><b>- Cultural Agility Self-Assessment</b></p> <ul style="list-style-type: none"> <li>- An assessment of your cross-cultural competencies</li> </ul>	<p><b>Assignment 3 Due: Cultural Agility Self-Assessment (CASA) Reflection Paper</b></p> <p><b>Discussion Question</b></p> <p>Describe under what circumstances is it best to have a 1) Cultural minimization, 2) Cultural adaptation, and 3) Cultural integration orientation.</p>
Class 10	<p><b>International Assignment Track:</b> Expatriation Course: Expatriation and Repatriation</p> <p><b>Part 2</b> <b>HR Systems/ Talent Management</b></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>
Class 11	<p><b>Global Workforce Planning and Staffing</b></p> <p><b>International Assignees Management</b></p>	<p><b>Chapters 8, 9</b></p> <p><b>Reading:</b> <i>World Employment and Social Outlook</i></p> <p><b>Discussion Question:</b> Describe how you would select employees to be sent on global assignments.</p>
Class 12	<p><b>Global Training and Development</b></p> <p><b>International Assignees Training</b></p>	<p><b>Chapter 10</b></p> <p><b>Case Study 10.1 Due</b></p> <p><b>Discussion Question:</b> What are the greatest challenges developing global training programs for all employees?</p>

<p>Class 13</p>	<p><b>Global Compensation and Benefits</b></p> <p><b>Global Performance Management</b></p>	<p><b>Chapters</b> 11, 12</p> <p><b>Reading:</b> <i>Internationally mobile employee benefits survey</i></p> <p><b>Case Study 11.1 Due</b></p> <p><b>Discussion Question:</b> What are the biggest challenges paying expats who work in long-term global assignments?</p>
<p>Class 14</p>	<p><b>Global Leadership</b></p> <p><b>Project Review</b></p>	<p><b>Readings:</b> <i>Developing global leaders</i></p> <p><i>Dynamic cross-cultural competencies and global leadership effectiveness</i></p> <p><b>Discussion Question:</b> Do you think personality is a good dimension to use when selecting global leaders? Why?</p>
<p>Class 15</p>	<p><b>Comparative Global HR Systems</b></p> <p><b>Global HR Competencies</b></p>	<p><b>Chapters</b> 13, 14, 15</p> <p><b>Project Due – Global HRM Strategy</b></p>