

Online Managing the Global Workforce

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Summer 2021

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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>

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

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 assessing 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 assessing the values (not the ranking) of the weakest components for each of these pillars.

Assignment 2 (75 points)

Culture Wizard Reflection Paper: Using the Cultural Calculator found in the Culture Wizard, write a brief paper (2-3 pages) comparing 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, **number and answer** each of the following questions:

1. 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?
2. 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?
3. For two of your more salient cultural values (i.e., ones where you had particularly high scores), 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.)?
4. Attach as an appendix a copy of your Culture Calculator results; the first page showing charts of your scores, home country scores, and country of interest scores.

Assignment 3 (75 points)

Cultural Agility Self-Assessment (CASA) Reflection Paper: When you registered for the TASCA system you received a separate email giving you access to CASA. Read

through your Cultural Agility Self-Assessment results and write a brief paper (2-3 pages) numbering and answering each of the following questions:

1. Identify your strengths i.e., those competencies for which you scored above 7 on the 10-point scale (or your two highest scores). 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.
2. Identify your developmental opportunities (i.e., those competencies for which you scored below 7 on the 10-point scale (or your lowest two scores). Describe these competencies based on the information provided in the report. After reading the “development tips” associated with each of your developmental opportunities, describe two behaviors from the tips that you can commit to trying to improve these competencies.
3. Attach as an appendix a copy of your CASA report.

Assignment 4 (75 points)

Culture Assessments of expansion strategy: evaluating your **culture calculator assessment** results compare the cultural characteristics of your home country and your country of interest for your expansion strategy. Write a brief paper (2-3 pages) numbering and answering each of the following questions:

1. Highlight all cultural similarities and differences between your home country and country of interest.
2. Identify the key 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 that are to be analyzed: Answer the case questions and questions related to your project company as listed for each case. 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?
- 2a. How would you design a training program in Malawi? Include what would it look like (methods), how should it be delivered (online, in person, location), and who should deliver it?
- 2b. What language and cultural variables would you take into considerations?

Project Company Questions

3a. How would you design a training program in your country of interests? Include what would it look like (methods), how should it be delivered (online, in person, location), and who should deliver it?

3.b. What language and cultural variables would you take into considerations?

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 problems?

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 **employees** living in your country of interest be paid considering their cultural characteristics, explain why?

PROJECT 350 points (35%)

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

1. 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). 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: 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 countries and what you will need to do to mitigate these concerns to ensure a successful merger, acquisition or joint venture.

Attach as Appendix B a copy of your culture calculator results (the one that also includes your cultural characteristics in comparison to your 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 this expansion strategy with this company. Describe the key components of your HR due diligence and the key steps of your integration plan. **No more than two pages.**

VI. Talent Management Objectives. Describe the MNC's overall talent management objectives for managing competencies, behaviors, and the environment. **No more than one page.**

VII. IHR Strategy. Next, design an IHR strategy for achieving the business and talent management objectives of the expansion strategy. a. Specifically describe the objective and key components of each plan listed below. b. describe how each plan must be designed to align with the local culture. c. Describe which of these plans are to be managed globally or locally (centralized or decentralized).

- 1. Workforce Staffing Plan**
- 2. Training and Development Plan**
- 3. Performance Management and Compensation Plan**
- 4. Job and Organizational Design**
- 5. Global Leadership Program.**

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

Paper Format

Create headings following the format I – VII, e.g. Business Strategy, Country of Interest, etc. For part VII create headings for each part 1 – 5, e.g. Workforce Staffing Plan, Training and Development Plan, and subheadings, e.g. 1 a. 1b., 1c., etc.

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

PARTICIPATION 140 points (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**.

GRADING

Grades will consist of the following components:

- 4 Assignments: 300 points (30%)
- 2 Case Analysis: 210 points (21%)
- 7 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%

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 6/1	Lec. 1: Introduction GHRM Lec. 2: Global Demographic Trends Lec. 3: Technology Trends	Chapters 1, 2 Readings: <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 6/1	Lec. 1: Global Business and Economic Trends Lec. 2: Global Competitive Report	Reading: <i>Global Competitive Report</i> Focus on your country of interests Video: The world in 2020
Week 2 Class 3 6/7	Lec. 1: Global Strategy, Design, Structure Lec. 2: Cross-Border Teams and IHRM	Chapter 3 Reading: <i>The Helix Organization</i> Assignment 1 Due – Global Competitive Report Discussion Question: How is your company structured globally? Explain why.
Week 2 Class 4 6/7	Lec. 1: M&As, JVs, and Alliances Lec. 2: Due Diligence and the Role of HR	Chapter 4 Reading: <i>Daimler Chrysler Merger</i>
Week 3 Class 5 6/14	Lec. 1: Global Employment and Labor Laws Lec. 2: Global Ethics and Corporate Social Responsibility	Chapters 6, 7 Readings: <i>An International Guide to Employment Laws Across 28 Countries</i> <i>So You're Going Global! Five Employment Basics for U.S. Companies Expanding Overseas</i> Discussion Question: What entry strategy would you recommend for your company's move into your country of interest, either a merger, acquisition or joint venture – explain why?
	<i>Classes 6 – 10 Building Cultural Agility</i>	
Week 3 Class 6 6/14	Lec. 1: Introduction to Cultural Agility Lec. 2: How to Understand Cultural Differences	Chapter 5 Videos: Your DNA Journey Video

	TASCA e-learning system: International Assignment Track: Cultural Awareness Course – Understanding Cultural Dimensions	TED Talk: The danger of a single story
Week 4 Class 7 6/21	Lec. 1: Reading Cultural Cues TASCA e-learning system: Country-Specific Information Track - Research your country of interest Culture Calculator Track - Compare your cultural values to your Home Country and Country of Interest	Video: Reaching across cultures Assignment 2 Due: Culture Wizard Reflection Paper
Week 4 Class 8 6/21	Lec.1: How to Build Relationships in a New Culture TASCA e-learning system: Working with Track (U.S. and Country of Interest) - Understanding how culture and personal style influences business and personal interactions	Discussion Question List three interesting Strategies for success when developing relationships or doing business in your country of interest.
Week 5 Class 9 6/28	Lec. 1: How to Develop Cross-Culture Competencies and Cultural Agility TASCA e-learning system: Cultural Agility Track - Build self-awareness of your strengths and developmental opportunities around your cultural agility CASA - Cultural Agility Self-Assessment - An assessment of your cross-cultural competencies	Assignment 3 Due: Cultural Agility Self-Assessment (CASA) Reflection Paper
Week 5 Class 10 6/28	Lec 1: How to Understand Yourself in a New Culture TASCA e-learning system:	Discussion Question What is Culture Shock? Describe three strategies for overcoming culture shock.

	<p>International Assignment Track: Expatriation Course: Expatriation and Repatriation</p> <p>Part 2 Lec. 1: HR Systems and Global Talent Management</p>	<p>Readings: <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>
<p>Week 6 Class 11 7/5</p>	<p>Lec. 1: Global Workforce Planning and Staffing</p> <p>Lec. 2: International Assignees Management</p>	<p>Chapters 8, 9</p> <p>Reading: <i>World Employment and Social Outlook</i></p> <p>Assignment 4 Due: Cultural Assessment of expansion strategy</p> <p>Discussion Question: Describe how you would select employees to be sent on global assignments.</p>
<p>Week 6 Class 12 7/5</p>	<p>Lec. 1: Global Training and Development</p> <p>Lec. 2: International Assignees Training</p>	<p>Chapter 10</p> <p>Case Study Due: Chapter 10.1 Management Training in Malawi and Project Company</p>
<p>Week 7 Class 13 7/12</p>	<p>Lec. 1: Global Compensation and Benefits</p> <p>Lec. 2: Global Performance Management</p>	<p>Chapters 11, 12</p> <p>Reading: <i>Internationally mobile employee benefits survey</i></p> <p>Case Study Due: Chapter 11.1 Compensation Problems with a Global Workforce and Project Company</p>
<p>Week 7 Class 14 7/12</p>	<p>Lec. 1: Global Leadership Development</p> <p>Lec. 2: Class Project Review</p>	<p>Readings: <i>Developing global leaders</i></p> <p><i>Dynamic cross-cultural competencies and global leadership effectiveness</i></p> <p>Discussion Question: Do you think personality is a good dimension to use when selecting global leaders? Why?</p>

Week 8 Class 15 7/19	Lec. 1: Comparative Global HR Systems and Global HR Competencies	Chapters 13, 14, 15 Project Due – Global HRM Strategy Discussion Question: Complete course feedback form
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