

# Online Managing the Global Workforce

38:533:665:C6  
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Virtual Weekly Zoom Meeting: Tuesdays 6:00

**E-Texts:** D. Briscoe, R. Schuler and I. Tarique (2022) *International Human Resource Management 6e*, (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/9781138489509>

**Culture Assessment Tools:** Students will need access to two free websites to complete all assignments. The link for students is: <http://www.myguide.com>. For technical support go to: [support@skillify.com](mailto:support@skillify.com). In addition, students will need access to: <https://www.hofstede-insights.com/fi/product/compare-countries/>

**Rutgers Resources for Student Success:**  
<https://smlr.rutgers.edu/academic-programs/current-students>

## **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

## MHRM Learning Objectives

### Cognitive Skills and Processes

The cognitive skills and process area reflects the goal for SMLR programs to help students develop skills central to lifelong learning and participation in society and the workplace. The Core Areas for Success in SMLR that Apply to this class (**bolded**)

- 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 quality research papers with proper convention of attribution/citation
  - Produce high quality executive summaries
  - Make an argument using contemporary and/or historical evidence
  - Present ideas and arguments in a logical and effective way
  
- II) Quantitative Skills** – Apply appropriate quantitative and qualitative methods for research workplace issues.
  - Formulate, evaluate, and communicate conclusions and inferences from quantitative information
  - Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
  - Apply qualitative methods appropriately, alone and in combination with quantitative methods
  
- 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.
  - Employ current technologies to access information, to conduct research, and to communicate findings
  - Analyze and synthesize information and ideas from multiple sources to generate new insights
  - Assess and critique relevant evidence and research findings
  - Access high-quality historical, qualitative, and quantitative evidence or research
  - Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues

### Knowledge of Theory, Practice and Application

The knowledge of theory and application area reflects the goal for SMLR programs to ensure that students learn the key theoretical and foundation areas of study in their domains and realize opportunities to apply that knowledge to practice situations.

- 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 and intersectional perspective
  - Analyze issues related to business strategies, organizational structures, and work systems
  - Analyze issues related to the selection, motivation, and development of talent in a local and global context
- 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
  - Understand the internal and external alignment and measurement of human resource practices

Professional Development –

- 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
  - Develop career management skills to navigate one's career
  - Develop capabilities to work and lead in a multicultural and diverse environment
  - Work productively in teams, in social networks, and on an individual basis
  - Develop cultural agility competencies
  - Demonstrate lifelong personal and professional development skills

**Academic Honesty**

The rights of students will be protected to insure that all required work are related to competence in the subject matter. Therefore, all submitted work will be carefully assessed. If cheating, fabrication, and plagiarism is detected, it will be prosecuted to the limit allowed by University policies.

## University Academic Integrity Policy:

[http://academicintegrity.rutgers.edu/files/documents/AI\\_Policy\\_9\\_01\\_2011.pdf](http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf)

Violations include: cheating, fabrication, plagiarism, denying others access to information or material, and facilitating violations of academic integrity.

## GRADING

Grades will consist of the following components:

4 Assignments: 400 points (40%)

1 Case Analysis: 100 points (10%)

15 Discussion Questions: 150 points (15%)

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%

## COURSE REQUIREMENTS

### ASSIGNMENTS (400 Points/ 40%)

#### Assignment 1(100 points)

**Country Employment and Labor Laws:** Students are to research their country of interest's employment and labor laws and compare to your home country laws. Write a brief paper (2-3 pages) identifying the major differences and which laws must be applied to International Assignees who are relocating to this country.

#### Assignment 2 (100 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 your country of interest for the expansion strategy.

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 (100 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. 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 (100 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 separately enter your Country of Interest and compare the scores of each country's cultural dimensions. You also need to access the Hofstede site to include comparisons of both countries on Uncertainty Avoidance, Masculinity and LT/ST orientations at <https://www.hofstede-insights.com/fi/product/compare-countries/>

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. Create and attach a Power Point double-bar graph showing the scores of your home country's cultural values and your target country's cultural values showing both the Mygiide and Hofstede results.

### **CASE ANALYSIS (100 points/ 10%)**

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. Indicate which **cultural dimension** you are considering for your answers. Expected length between 3 -4 double space typed pages.

### **Case Study Chapter 10.1 Management Training in Malawi/ Project Company**

**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 (didactic, role playing, etc.), and 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 (didactic, role playing, etc.), and 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 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 country's global region that is culturally different and listed in the IMD World Competitive Report and myguide system 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. Expansion Strategy.** Identify your home country MNC, and country of interests for a global expansion. Based on the IMD World Competitive Report, assess and compare the overall competitiveness and sub factor rankings of your home country and country of interest. Identify the major challenges and explain why expanding into this country makes strategic sense. Identify the 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 two pages.**

**II. HR Due Diligence and Integration Plans.** Describe the HR due diligence and integration plans for acquiring, merging, or joint partnering with this company. Describe what HR will assess in the due diligence plan and the key steps integrating the two organizations in your integration plan. **No more than two pages.**

**III. Culture Assessment.** Based on your assessment of 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. **Attach as Appendix A** a copy of your power point bar graphs (comparing the cultural dimensions of the home and host countries). **No more than two pages excluding the appendix.**

**IV. IHR Strategy.** Design an IHR strategy to ensure a successful expansion strategy. Specifically describe how all HR practices must be designed in each plan and **aligned with the local culture and regulations** (you must explain which cultural dimension or regulations you are considering when designing each HR practice)

1. **Workforce Staffing Plan:** first describe the recruitment and selection practices you will use to hire **employees** in the new organization locally. Next, describe the criteria for identifying and the process for selecting and sending **expats** and how they will be prepared for the international assignment and repatriated when their assignment is over.
2. **Training a Development Plan:** describe the competencies and behaviors **employees and expats** need to develop as part of the expansion strategy. Describe how you will design this T&D program, including the training methods, who will attend, and who will deliver?

3. **Performance Management and Compensation Plan:** First, describe the key performance objectives for **employees and expats**, and the evaluation process for each. Second, describe the design of compensation and benefit plans for **employees permanently** living in this country; describe how they will be paid and the specific benefits (including mandated benefits) they will be offered. Third, describe the design of compensation and benefit plans for **international assignees** sent on long-term assignments; describe specifically how their compensation and benefits will be adjusted based on cost-of-living, regulatory, tax, and cultural factors.
4. **Job and Organizational Design:** how will local jobs be designed, describe the amount of autonomy, decision making authority, and amount of interdependencies. Describe how the new organization will be structured and managed by the MNC, e.g. globally, regionally, etc. by function, product, etc. and what is the structure of the organization, e.g., hierarchical, flat, cross-functional
5. **Global Leadership Program:** what are the criteria (competencies and behaviors) for assessing and selecting global leaders, describe the global leadership development plan, e.g. how selected individuals will be developed for global leadership positions.

This is the **most important part of the paper (average 10 – 15 pages)** and will be given the greatest weight in grading (**75%**).

#### **Paper Format**

Create **headings** following the format I – IV, e.g. Expansion Strategy, etc. For part IV create subheadings for each part 1 – 5, e.g. Workforce Staffing Plan, Training and Development Plan, etc. Appendix A is 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, appendix, etc.**

#### **PARTICIPATION (15%)**

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 all submitted work is related to competence in the subject matter. Therefore, all submitted work will be carefully examined. If plagiarizing and copying is detected, it will be prosecuted to the limit allowed by University policies.

## Class Schedule

Date	Topic	Readings / Assignments
Week 1 Class 1 5/30	Lec. 1: Introduction GHRM  Lec. 2: Global Demographic Trends  Lec. 3: Technology Trends	<b>Chapters 1, 2</b>  <b>Readings:</b> <i>Global Trends 2040</i>  <i>Global talent management: Literature review, integrative framework, and suggestions for further research</i>  <b>Discussion Question:</b> How are the global demographic and technology trends we reviewed impacting global talent management?
Week 1 Class 2 5/30	Lec. 1: Global Business and Economic Trends  Lec. 2: IMD World Competitive Booklet 2022	<b>Reading:</b> <i>IMD World Competitive Booklet 2022</i>  1. Submit Multinational Company based in your home country 2. Submit a country of interest in a different global region that is culturally different and 3. Submit a target company in your country of interest  <b>Discussion Question:</b> How are the global business and economic trends we reviewed impacting global business?

<p>Week 2 Class 3 6/5</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>Discussion Question:</b> How is your company structured globally? Explain why.</p>
<p>Week 2 Class 4 6/5</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 6/12</p>	<p>Lec. 1: Global Employment and Labor Laws</p> <p>Lec. 2: Global Ethics and Corporate Social Responsibility</p> <p>Lec. 3 Researching Global Employment and Labor Laws</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>Assignment 1: Country Employment and Labor Laws</b></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 6/12</p>	<p>Lec. 1: Introduction to Building Cultural Agility</p> <p>Lec. 2: Understanding Cultural Differences Part 1 and 2</p> <p><b>Videos</b> Your DNA Journey</p>	<p><b>Discussion Question</b> 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><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>Week 4 Class 7 6/19</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 2 Due:</b>  <b>Culture Values Assessment Paper</b></p>
<p>Week 4 Class 8 6/19</p>	<p>Lec. 1 Understanding Cultural Agility Competencies Part 1 and 2</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 6/26</p>	<p>Lec. 1: How to Develop Your Cultural Agility Competencies Part 1 and 2</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 3 Due:</b>  <b>Cultural Agility Self-Assessment Paper</b></p>

<p>Week 5 Class 10 6/26</p>	<p>Lec. 1: Adapting to a New Culture</p> <p><b>Videos</b> 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>Part 2</b> Lec. 1: HR Systems and Global Talent Management</p>	<p><b>Discussion Question</b> 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>
<p>Week 6 Class 11 7/3</p>	<p>Lec. 1: Global Workforce Planning and Staffing</p> <p>Lec. 2: International Assignees Management</p>	<p><b>Chapters 8, 9</b></p> <p><b>Reading:</b> <i>World Employment and Social Outlook</i></p> <p><b>Assignment 4 Due: Cultural Assessment of expansion strategy</b></p> <p><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.</p>
<p>Week 6 Class 12 7/3</p>	<p>Lec. 1: Global Training and Development</p> <p>Lec. 2: International Assignees Training</p>	<p><b>Chapter 10</b></p> <p><b>Case Study Due: Chapter 10.1</b> Management Training in Malawi and Project Company <b>(due next week)</b></p> <p><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?</p>

<p>Week 7 Class 13 7/10</p>	<p>Lec. 1: Global Compensation and Benefits  Lec. 2: Global Performance Management</p>	<p><b>Chapters</b> 11, 12  <b>Reading:</b> <i>Internationally mobile employee benefits survey</i>  <b>Discussion Question:</b> What are the biggest challenges paying expats who work in long-term assignments?</p>
<p>Week 7 Class 14 7/10</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>  <b>Discussion Question:</b> Do you think personality is a good dimension to use when selecting global leaders? Explain why?</p>
<p>Week 8 Class 15 7/17</p>	<p>Lec. 1: Comparative Global HR Systems and Global HR Competencies</p>	<p><b>Chapters</b> 13, 14, 15  <b>Project Due – Global HRM Strategy</b>  <b>Discussion Question:</b> Complete course feedback form</p>