



Rutgers University – School of Management and Labor Relations

Managing the Global Workforce Fall, 2018

Instructor: Dr. Chiji Ohayia

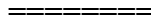
Class sessions: Tuesdays, 4:30 – 7:10 pm

Location: Levin – Room 006

Email: chiji.ohayia@rutgers.edu

Phone: 908-625-4201

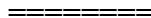
Office Hours: By appointment



Required 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

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



Course Description

This course introduces you to the impact of global conditions on the management of human resources at home and abroad. It discusses the expansion of international trade and the growth of US and non-US 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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Learning Objectives

- Understand and manage the realities and trends of global organizations [SEP]
- Provide opportunities to develop your “cultural intelligence” [SEP]
- Develop global HR strategies for MNEs [SEP]
- Share ideas, perspectives and suggestions on global HR issues [SEP]

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Course Requirements and Grading

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

1) Class Participation (15% of course grade): You will be expected to actively participate in 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 Sakai in a “Discussion Forum” and you will be expected to participate in these forums.

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 below in the “Harvard Business Publishing” section. 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 Sakai. This assignment is due no later than October 05 at 6:00 pm**

3) Midterm Examination – Take Home (Individual Assignment – 20% of course grade):

This examination will cover readings, case studies, articles, and information discussed in class. This will be a take-home examination, and you may reference your text, notes, and class slides. You may not consult your colleagues for answers. The examination will contain essay questions and a short case study.

This examination is due on Tuesday, October 23 at 7:30 pm. The examination will be distributed to students no later than October 16.

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 Sakai, and presentation dates are note on the Course Schedule below.

5) Final Team Presentation (30% 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. *Further elaboration of this assignment will be provided in class posted on Sakai.* **Final team presentations are scheduled for December 4 and December 11.**

Final Team Presentation Topics:

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

Topic 1: Key Issues in International Staffing

- Potential differences in recruiting and selection criteria between domestic HR practices and global HR policies and practices in the home country
- Potential different staffing approaches as related to countries chosen for comparative analysis

<ul style="list-style-type: none"> - What is the best staffing strategy for starting new multinational facilities (leverage local talent vs. sourcing talent globally)? - How should MNCs respond to talent poaching?
<p>Topic 2: Compensation issues within the international workforce</p> <ul style="list-style-type: none"> - Equity issues within the international workforce including pay gaps and pay differentials - Compensation policies in different countries - Challenges to employee motivation and workplace morale and engagement
<p>Topic 3: Performance Management of International Employees</p> <ul style="list-style-type: none"> - Factors affecting international employee performance - Validity or effectiveness of performance appraisals - Current trend of eliminating a formal performance appraisal process – how is this working across borders? - New trends in performance management of international employees
<p>Topic 4: Career Development through International Assignments</p> <ul style="list-style-type: none"> - The importance of career development planning for international assignees - Challenges of career development planning and implementation - How to manage repatriation - The relationship between international assignments and career success
<p>Topic 5: Cross-Cultural Gender Issues:</p> <ul style="list-style-type: none"> - Comparative country/organization contexts - Career opportunities and challenges for women expatriates vs. their male counterparts - Key gender issues related to expatriates that MNC's should consider - HR policy evaluation and recommendations
<p>Topic 6: Labor Union and International Employee Relations:</p> <ul style="list-style-type: none"> - Local or regional regulations and labor law - Union organizing practices and their impacts on international business expansion - Global HRM policy guidelines and recommendations
<p>Topic 7: The role of Global HRM in Cross-Cultural Ethical Issues and Corporate Social Responsibility:</p> <ul style="list-style-type: none"> - 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
<p>Topic 8: MNC's from (headquartered in) the Developing Countries</p> <ul style="list-style-type: none"> - 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

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Note: All assignments (team and individual) will be submitted via Sakai, 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://sakai.rutgers.edu/access/content/public/turnitin.html>

EVALUATION

Your course grade will be determined as follows:

Course Component	Percentage of Final Grade
Class Participation	15%
Individual Assignment (Case Study)	20%
Midterm Exam (Take-Home)	20%
In-the-news (Team Presentation)	15%
Final Team Presentation	30%
Total:	100%

Grading Scale

90-100 = A

88-89 = B+

80-87 = B

78-79 = C+

70-77 = C

60-69 = F

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. Using cell phones or other electronic devices (i.e. texting) in class is not allowed. 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 Sakai as the primary source of class content, and for other collaboration as required. **As such, students should check their Rutgers email and Sakai 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:

Required 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/550717>

*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.*

- 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:

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

1. Leading across Cultures at Michelin (A)
2. Maintaining the “Single Samsung” Spirit: New Challenges in a Changing Environment
3. Solvay Group: International Mobility and Managing Expatriates
4. Talent Recruitment at frog design Shanghai
5. Who is the Fairest of Them All? Choosing a Leader at Deronde International
6. In a World of Pay
7. One Firm One Future at Davis Langdon (A)

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

<https://hbsp.harvard.edu/import/550717>

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

Course Schedule – Fall, 2018

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1: Sep 4	Class Intro and Overview Global Trends; Global HRM	Text: Chapter 1
Class 2: Sep 11	Global Strategy; Design and Structure	Text: Chapters 2,3
Class 3: Sep 18	Global M&A; Alliances, Joint Ventures	Text: Chapter 4
Class 4 : Sep 25	Global HRM and Culture	Text: Chapter 5 HBSP* Case Study: Leading across Cultures at Michelin (A)
Class 5: Oct 2	Law, Ethics, Labor Standards	Text: Chapter 6 HBSP Case Study: Maintaining the “Single Samsung” Spirit: New Challenges in a Changing Environment NOTE: Individual Assignment Due Friday, October 5th at 6:00pm
Class 6: Oct 9	Employee Relations	Text: Chapter 7
Class 7: Oct 16	Global Talent Management	Text: Chapter 8 HBSP Case Study: Solvay Group: International Mobility and Managing Expatriates
Class 8: Oct 23	Workforce Planning, Staffing, Repatriation	Text: Chapter 9 HBSP Case Study: Talent Recruitment at frog design Shanghai NOTE: Midterm Exam due today (10/23)
Class 9: Oct 30	Global Training; Leadership Development	Text: Chapter 10 HBSP Case Study: Who is the Fairest of them All? Choosing a Leader at Deronde International Article: https://hbsp.harvard.edu/import/550717
Class 10 : Nov 6	Global Compensation and Benefits <i>In the news presentations</i>	Text: Chapter 11 HBSP Case Study: In a World of Pay
Class 11: Nov 13	Global Performance Management <i>In the news presentations</i>	Text: Chapter 12 HBSP Case Study: One Firm One Future at Davis Langdon
Class 12: Nov 20	Global HR Function <i>In the news presentations)</i>	Text: Chapter 13, 15
Class 13: Nov 27		Guest Speaker Time for teams to meet to discuss Final Team Presentations
Class 14: Dec 4	Final Team Presentations	

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

Note: On dates when a case or article (i.e., any readings outside the textbook) is assigned, it is recommended you bring that reading to class.

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

www.dol.gov

www.economist.com/countries www.weforum.org

www.internationallawoffice.com

www.ilo.org/dyn/natlex

www.bakernet.com/gel/

www.business.gov

www.ilo.org

www.bah.com

www.hoovers.com

www.expatriates.com

www.shrmglobal.org/

www.aflcio.org

www.indiagov.org

www.ahri.com.au

www.eurunion.org

http://embassy.org/embassies

www.atkearney.com

www.mckinsey.com

www.doingbusiness.org

www.pwc.com

www.towersperrin.com

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

