

Online Managing the Global Workforce

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Spring 2022

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Virtual Weekly Meeting on Zoom: Thursdays 5:00

E-Texts: D. Briscoe, R. Schuler and I. Tarique (2021) *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>

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
- 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

GRADING

Grades will consist of the following components:

4 Assignments: 300 points (30%)
 2 Case Analysis: 210 points (21%)
 14 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%

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 cultural values to those of your 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 the closest 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 the most 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 summary results.

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 summary report.

Assignment 4 (75 points)

Culture Assessments of expansion strategy: evaluating your **culture calculator assessment** results completed in assignment two 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 differences between your home country and country of interest that can lead to a culture clash.
2. Based on these cultural difference, 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, who should attend), 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 problem?

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%)

Students have the option to complete the project individually or with one other student assigned by the professor as a team. 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 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) and indicate what is driving these low scores by assessing the values (not the ranking) of the 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, e.g. 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 counties and what you will need to do to mitigate these concerns to ensure a successful merger or joint venture. **Attach as Appendix B** a copy of your culture calculator results (comparing the cultural dimensions of the 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 acquiring or joint partnering with this company. Describe the key components of your HR due diligence plan and the key steps of your integration plan. **No more than two pages.**

VI. IHR Strategy. Design an IHR strategy to ensure a successful expansion strategy. a. Specifically describe the objectives of each 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:** how to staff the new organization locally, and the process for identifying, selecting, and sending expats
2. **Training a Development Plan:** what are the competencies and behaviors that employees need, how would design this program, what methods, who will deliver
3. **Performance Management and Compensation Plan:** what are the key performance objectives, how will employees be paid locally, what are the pay and benefits for international assignees
4. **Job and Organizational Design:** Job: degree of standardization/complexity, amount of autonomy, decision making authority, amount of interdependencies, etc. Org. Design: what is the structure of the organization, e.g., hierarchical, flat, cross-functional, networked?
5. **Global Leadership Program:** how to identify, assess, and develop both high potential and experienced employees

This is the **most important part of the paper (average 10 pages)** and will be given the greatest weight in grading (**60%**). Make sure you answer all three questions in part VI (a-c) for each plan 1 – 5.

Paper Format

Create **headings** following the format I – VI, 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, etc.

This must be a professionally and well-written, 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, appendixes, etc.**

PARTICIPATION (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**.

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 | Topics | Readings/Assignments |
|----------------|---|--|
| Week 1 1/19 | 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 listed in the Global Competitive Report and |

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| | | 3. Submit a target company in your country of interest |
| Week 2 1/24 | 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 Discussion Question: How are all the trends we reviewed impacting global business and talent management? |
| Week 3 1/31 | 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 4 2/7 | Lec. 1: M&As, JVs, and Alliances Lec. 2: Due Diligence and the Role of HR | Chapter 4 Reading: <i>Daimler Chrysler Merger</i> Discussion Question: What entry strategy would you recommend for your company’s move into your country of interest, either a merger, acquisition, joint venture? – Explain why. |
| Week 5 2/14 | 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: Are there universal employment/labor rights that should apply across all cultures? Explain why? |

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| | <i>Classes 6 – 10 Building Cultural Agility</i> | |
| Week 6 2/21 | <p>Lec. 1: Introduction to Building Cultural Agility</p> <p>Lec. 2: How to Understand Cultural Differences</p> <p>TASCA e-learning system: International Assignment Track: Cultural Awareness Course – Understanding Cultural Dimensions</p> | <p>Chapter 5</p> <p>Videos: Your DNA Journey Video</p> <p>TED Talk: The danger of a single story</p> <p>Discussion Question What are the drivers of cultural dimensions? Think about why there are differences across countries.</p> |
| Week 7 2/28 | <p>Lec. 1: How to Reading Cultural Cues and Adapt Behaviors</p> <p>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</p> | <p>Video: Reaching across cultures</p> <p>Assignment 2 Due: Culture Wizard Reflection Paper</p> <p>Discussion Question List three interesting Strategies for success when developing business relationships in your country of interest.</p> |
| Week 8 3/7 | <p>Lec.1: How to Build Relationships in a New Culture</p> <p>TASCA e-learning system: Working with Track (U.S. and Country of Interest) - Understanding how culture and personal style influences business and personal interactions</p> | <p>Discussion Question Describe how best to communicate when interacting with others or conducting meetings in your country of interest.</p> |
| | Spring Break | |
| Week 9 3/21 | <p>Lec. 1: How to Develop Cross-Culture Competencies and Cultural Agility</p> <p>TASCA e-learning system: Cultural Agility Track</p> | <p>Assignment 3 Due: Cultural Agility Self-Assessment (CASA) Reflection Paper</p> <p>Discussion Question Describe under what circumstances is</p> |

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| | <p>- Build self-awareness of your strengths and developmental opportunities around your cultural agility</p> <p>CASA</p> <p>- Cultural Agility Self-Assessment</p> <p>- An assessment of your cross-cultural competencies</p> | <p>it best to have a 1) Cultural minimization, 2) Cultural adaptation, and 3) Cultural integration orientation.</p> |
| <p>Week 10 3/28</p> | <p>Lec 1: How to Understand Yourself in a New Culture</p> <p>TASCA e-learning system:</p> <p>International Assignment Track:</p> <p>Expatriation Course: Expatriation and Repatriation</p> <p>Part 2</p> <p>Lec. 1: HR Systems and Global Talent Management</p> | <p>Discussion Question</p> <p>What is Culture Shock? Describe three strategies for overcoming culture shock.</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 11 4/4</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 12 4/11</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>Discussion Question: What are the greatest challenges developing global training programs for all employees?</p> |
| <p>Week 13 4/18</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> |

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| | | <p>Case Study Due: Chapter 11.1 Compensation Problems with a Global Workforce and Project Company</p> <p>Discussion Question: How would you pay the expats you plan to send on long-term global assignments (for your expansion strategy)?</p> |
| Week 14 4/25 | <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 15 5/2 | Lec. 1: Comparative Global HR Systems and Global HR Competencies | <p>Chapters 13, 14, 15</p> <p>Project Due – Global HRM Strategy</p> <p>Discussion Question: Complete course feedback form</p> |