

## Syllabus

### Course Overview

Today, global organizations are more the norm than the exception. Whether it is an American-based organization or a multinational corporation, they all are challenged with an environment of varied cultures in the workplace. Sometimes this is in our daily environment when working overseas, or it's a part of the organization we support in other nations, including nonprofit or non-governmental organizations. This course is aimed at orienting HR professionals to the many challenges associated with cross-cultural communication. A broader view and a narrower level of understanding for the cultural challenges faced by those in a HR professional role within international organizations will be presented. This course also intends to guide you in understanding how to contribute to the success of the international organization by responding to complex case studies in discussions and assignments.

### Course Competencies

(Read Only)

To successfully complete this course, you will be expected to:

- 1 Explain how culture influences human resource practices and employee management.
- 2 Analyze global issues that influence human resource practices for multinational corporations (MNCs).
- 3 Analyze the impact of cross-cultural communications on employee management in multinational corporations (MNCs).
- 4 Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the human resource profession.

### Course Prerequisites

Prerequisite(s): BUS3040.

## Syllabus >> Course Materials

### Required

The materials listed below are required to complete the learning activities in this course.

### Library

The following required readings are provided in the Capella University Library or linked directly in this course. To find specific readings by journal or book title, use [Journal and Book Locator](#). Refer to the [Journal and Book Locator library guide](#) to learn how to use this tool.

- Abramson, N. R., & Moran, R. T. (2018). [Managing cultural differences: Global leadership for the 21st century \(10th ed.\)](#). New York, NY: Routledge.
- Abusamra, J. (2016, January). [Improving employee engagement: Two areas of focus](#). *Recognition and Engagement Excellence Essentials*.
- AlMazrouei, H., Zacca, R., Bilney, C., & Antoine, G. (2016). [Expatriate managers decision-making practices within the UAE: A qualitative study](#). *International Journal of Organizational Analysis*, 24(5), 856–882.
- Alzola, M. (2018). [Decent work: The moral status of labor in human resource management](#). *Journal of Business Ethics*, 147(4), 835–853.
- Bapuji, H., & Chrispal, S. (2018, August). [Understanding economic inequality through the lens of caste](#). *Journal of Business Ethics*, 1–19.
- [Best places to work gives a competitive advantage](#). (2018). *Journal of Business*, 33(9), 47.
- [Canary CEO sees WTI becoming global benchmark](#). (2017, November 1). *Energy Monitor Worldwide*.
- Chakravarthy, B., & Yau, D. (2017). [Becoming global leaders: Innovation challenges for five large Chinese firms](#). *Strategy & Leadership*, 45(2), 19–24.

- Colasanti, L. (2016, March 17). [Tips to engage and unify a global workforce](#). *Benefits News*; New York.
- Collister, J. (2018, January). [Human resources: Leading mergers and acquisitions](#). *HR Strategy and Planning Excellence Essentials*.
- Costanza, M. (2016). [Operating overseas involves meticulous planning](#). *Rochester Business Journal*, 32(4), 14–15,17.
- Disselkamp, L. (2016, August). [Can HR operate with credibility inside its imaginary walls?](#) *Workforce Management (Time and Attendance) Excellence Essentials*.
- Edmonds, S. C. (2017). [Your most important competitive advantage? Culture](#). *Manufacturing Business Technology*.
- Edmonds, S. C. (2017, July 5). [Running and managing the company is more than just a numbers game](#). *Pharmaceutical Processing*.
- Harrington, J. (2016). [US to UK: Mind the comms culture gap](#). *PRweek*, 19, 36–38.
- Hester, N., & Nico, M. (Eds.). (2016). [Employee engagement in a South African context](#). Cape Town, South Africa: KR Publishing.
- Holley, N. (2016). [Employee engagement: The role of HR](#). *Global Focus*, 10, 11–14.
- Imakwuchu, O., & Billy, I. (2018). [Cross-cultural team management](#). *The Business & Management Review*, 9(3) 575–580.
- Isson, J., & Harriott, J. S. (2016). [People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent](#). Hoboken, New Jersey: John Wiley & Sons, Inc.
- James, A., Rarick, C., & Barczyk, C. (2017). [What to do about Fardia: A case of cross-cultural human resource management](#). *Journal of Management Policy and Practice*, 18(3), 82–86.
- Jaquez, F. (2016). [The global leadership trifecta](#). *Talent Development*, 70(9), 44–48.
- Johnsson, M. (2017). [Creating high-performing innovation teams](#). *Journal of Innovation Management*, 5(4), 23–47.
- Judah, T. (2008). [Kosovo: What everyone needs to know](#). New York, NY: Oxford University Press.
- Kalaiselvan, K., & Naachimuthu, K. P. (2016). [Strategic approach to talent management: A theoretical model](#). *Journal of Contemporary Research in Management*, 11(1), 1–22.
- Karadjova-Stoev, G., & Mujtaba, B. G. (2016). [Strategic human resource management and global expansion lessons from the Euro Disney challenges in France](#). *The International Business & Economics Research Journal (Online)*, 15(3), 79–88.
- Kumar, R. (2016). [The business of cultural intelligence](#). *Global Focus*, 10, 72–75.
- Lundby, K. M., & Jolton, J. (2010). [Going global: Practical applications and recommendations for HR and OD professionals in the global workplace](#). San Francisco, CA: Jossey-Bass.
- Meyer, B., Meyer, V., Kamila, V. D., & Brandão, L. M. F. A. (2016). [Managing expatriates: Analyzing the experience of an internationalized Brazilian company](#). *Revista de Ciências da Administração*, 18(46), 137–147.
- Mullins, B. (2017, May). [Employee engagement leads to employee retention: 5 ways to build a loyal workforce](#). *Recognition and Engagement Excellence Essentials*.
- O'Bryan, C., & Casey, A. M. (2017). [Talent management: Hiring and developing engaged employees](#). *Library Leadership & Management (Online)*, 32, 1–16.
- Okpara, J. O., & Kabongo, J. D. (2017). [The effect of cross-cultural training on expatriates' adjustment](#). *The Journal of Management Development*, 36(9), 1114–1124.
- Overman, S. (2016) [Tapping talent around the globe](#). *HRMagazine*, 61(1), 46–49, 51.
- Reed, J. (2018, March 21). [UN asks Samsung to explain reports of worker 'intimidation'](#). *Financial Times / FT.com*.
- Schmidt, C. (2016, May). [\(Specialized\) help wanted](#). *CFO*.
- [Secret communication techniques influential leaders use: Learn effective communication at SHRM session](#). (2017). *ICT Monitor Worldwide*.
- Sethumadhavan, A. (2017). [Building high-performance teams](#). *Ergonomics in Design*, 25(4), 29.
- Shekara. (2017). [A bird's-eye view of socially excluded groups in urban India](#). *Splint International Journal of Professionals*, 4(6), 28–39.
- Sherman, J. F. (2018). [Should a parent company take a hands-off approach to the human rights risks of its subsidiaries?](#) *Business Law International*, 19(1), 23–2.
- [SMEs don't feel they can beat multinationals on hiring](#). (2016, September 28). *Sunday Business Post*.
- Squizzero, K. (2017, December 7). [Creating a company culture to support digital change](#). *Industrial Distribution (Online)*.
- Srivastava, M. (2018, July 4). [Israel's tech entrepreneurs struggle to lure overseas talent](#). *Financial Times Limited / FT.Com*.
- Suber, D., & Karamanic, S. (Eds.). (2012). [Retracing images: Visual culture after Yugoslavia](#). Leiden, The Netherlands: Koninklijke Brill NV.

- Suriyashotichyangkul, J., Bisionyabut, N., & Sompol, S. (2017). [Way forward in enhancing business and preventing human rights abuses, and the role of the national Human Rights Commission of Thailand](#). *TDRI Quarterly Review*, 32, 14–34.
- [United States: The humans of human rights: Celebrating international human rights day](#). (2017, December 18). *Asia News Monitor*.
- Vlad, M., & Stan, S. O. (2018). [The influence of cultural differences and its application in multinational organizations](#). *Management Dynamics in the Knowledge Economy*, 6(3), 405–422.
- Wang, D., Fan, D., Freeman, S., & Zhu, C. J. (2017). [Exploring cross-cultural skills for expatriate managers from Chinese multinationals: Congruence and contextualization](#). *Asia Pacific Journal of Management*, 34(1), 123–146.
- World Trade Press. (2010). [Kosovo society & culture complete report: An all-inclusive profile combining all of our society and culture reports](#). Petaluma, CA: Author.
- Wuerth, I. (2017). [International law in the post-human-rights era](#). *Texas Law Review*, 96(2), 279–349.

## External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Country Navigator. (2016, September 6). [Strategies for managing cultural differences \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=pDDa8v2wCnY>
- Dartey-Baah, K. (2013). [The cultural approach to the management of the international human resource: An analysis of Hofstede's cultural dimensions](#). *International Journal of Business Administration*, 4(2), 39–45. Retrieved from <http://www.sciedupress.com/journal/index.php/ijba/article/view/2581/1447>
- Doing Business. (2016). [Labor market regulation data](#). Retrieved from <http://www.doingbusiness.org/data/exploretopics/labor-market-regulation>
- European Union. (2015). [Life and business in the EU](#). Retrieved from [http://europa.eu/eu-life/index\\_en.htm](http://europa.eu/eu-life/index_en.htm)
- FDE TV. (2017). [Season 3 Episode 1 - International expatriate management \[Video\]](#). | [Transcript](#) Retrieved from <https://youtu.be/DQnoYZI2xnk>
- Free Word's Templates. (n.d.). [Executive summary template](#). Retrieved from <http://www.wordstemplates.org/executive-summary-template/>
- [Geert Hofstede](#). (n.d.). Retrieved from <http://geerthofstede.com/>
- Glint, Inc. (2018). [The state of employee engagement in 2018](#). Retrieved from [https://info.glintinc.com/2018\\_03\\_WP\\_State\\_of\\_EE\\_PPC\\_Register.html?utm\\_source=google&utm\\_medium=cpc&utm\\_ppc\\_campaign-name=Google\\_Search\\_US-Mid-Atlantic\\_Employee-Engagement\\_NB\\_BMM&utm\\_ppc-ad-group=Nb\\_employee-engagement&utm\\_ppc-keyword=%2Bemployee%20%2Bengagement&gclid=EAIaIQobChMI0LS5weWY3gIVVlgNCh2yuAv6EAAAYAiAAEgLST\\_D\\_BwE](https://info.glintinc.com/2018_03_WP_State_of_EE_PPC_Register.html?utm_source=google&utm_medium=cpc&utm_ppc_campaign-name=Google_Search_US-Mid-Atlantic_Employee-Engagement_NB_BMM&utm_ppc-ad-group=Nb_employee-engagement&utm_ppc-keyword=%2Bemployee%20%2Bengagement&gclid=EAIaIQobChMI0LS5weWY3gIVVlgNCh2yuAv6EAAAYAiAAEgLST_D_BwE)
- GoalRecorder. (2014). [How to use employee engagement to gain competitive advantage \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=ILcpgltygLo>
- Hofstede, G. (2011). [Dimensionalizing cultures: The Hofstede model in context \[PDF\]](#). *Online Readings in Psychology and Culture*, 2(1). Retrieved from <http://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1014&context=orpc>
- Hudgins, J. (2017). [8 etiquette tips for doing business in China](#). Retrieved from <https://www.cnbc.com/2017/06/27/etiquette-tips-for-doing-business-in-china.html>
- INSEAD. (2016). [The World's Most Talent Ready Countries 2015](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=UVPwXkPEAUM>
- [International Labour Organization](#). (n.d.). Retrieved from <http://www.ilo.org/global/lang--en/index.htm>
- Learnlight. (2014). [Communicaid: Are we sending the right people on international assignments? \[Video\]](#). | [Transcript](#) Retrieved from [https://www.youtube.com/watch?v=-\\_WjZzd1LCg](https://www.youtube.com/watch?v=-_WjZzd1LCg)
- LeeHechtHarrison. (2016). [LHH case study: Transforming a global workforce \[Video\]](#). Retrieved from <https://www.youtube.com/watch?v=RIdowtLwE3E>
- Modern Workplace. (2017). [Global workforce: the new culture of work \[Video\]](#). Retrieved from <https://www.youtube.com/watch?v=e7iJ2BDHwEI>

- Morris, S. (2017). [Cross-cultural management \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=rJ4IbhXrqnc>
- Motivational Leadership Alliance (2017). [Building employee engagement for competitive advantage \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=myqSj7eYTvE>
- Overman, S. (2016). [Finding the right talent around the globe](#). Retrieved from <http://www.shrm.org/publications/hrmagazine/editorialcontent/2016/0216/pages/0216-global-talent-acquisition.aspx>
- Quantum Workplace. (2018). [The challenges of engaging a global workforce \(and how to overcome them!\) | The Engagement Studio \[Video\]](#). | [Transcript](#) Retrieved from [https://www.youtube.com/watch?v=\\_cOo9j3T-LU](https://www.youtube.com/watch?v=_cOo9j3T-LU)
- RadixCloud. (2009). [Overcoming the challenges of global workforce management with HR technology \[Video\]](#). Retrieved from [https://www.youtube.com/watch?v=\\_hByPqdxTjg](https://www.youtube.com/watch?v=_hByPqdxTjg)
- Rene Rodriguez. (2009). [Rene Rodriguez on employee engagement: The ultimate competitive advantage \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=t0OuVZI6hk8>
- [Riot Games](#). (2017). Retrieved from <https://www.riotgames.com/en>
- SHRM Foundation Executive Briefing. (n.d.). [Employee engagement: Your competitive advantage \[PDF\]](#). Retrieved from <https://www.shrm.org/ResourcesAndTools/business-solutions/Documents/Engagement%20Briefing-FINAL.pdf>
- SHRM Foundation. (2015). [Engaging and integrating a global workforce \[PDF\]](#). Retrieved from <https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/PublishingImages/Pages/Engaging-and-Integrating-Global-Workforce/6-15%20Theme%20%20Report-FINAL.pdf>
- SHRM. (2015). [Cultural Intelligence: The Essential Intelligence for the 21st Century](#). Retrieved from <https://www.shrm.org/about/foundation/products/pages/cultural-intelligence.aspx>
- [Southern Poverty Law Center](#). (n.d.). Retrieved from <http://www.splcenter.org/>
- Syahputra, A. R. (2015). [Cross-culture content in business \[Video\]](#). | [Transcript](#) Retrieved from <https://www.youtube.com/watch?v=MXBIII1pTmg>
- TEDx Talks. (2017). [Managing cross cultural remote teams \[Video\]](#). | [Transcript](#) *Ricardo Fernandez | TEDxIESEBarcelona*. Retrieved from <https://www.youtube.com/watch?v=QIoAkFpN8wQ>
- The Financial Times. (2007, August 15). [IMD: Leading diverse teams](#). Retrieved from <https://www.ft.com/video/3add5e21-b298-3cf1-9eba-cbff74556aba>
- United Nations. (n.d.). [Protect human rights](#). Retrieved from <http://www.un.org/en/sections/what-we-do/protect-human-rights/index.html>
- United Nations. (n.d.). [The universal declaration of human rights](#). Retrieved from <http://www.un.org/en/universal-declaration-human-rights/index.html>
- Witt, M.A. (2012). [The ten principles for doing business in China](#). Retrieved from <https://www.forbes.com/sites/insead/2012/03/06/the-tenprinciples-for-doing-business-in-china/>
- Xi, C. (2013). [International HRM--expatriates \[Video\]](#). | [Transcript](#) Retrieved from [https://www.youtube.com/watch?v=h-HZINQ\\_I9E](https://www.youtube.com/watch?v=h-HZINQ_I9E)

## Suggested

The following materials are recommended to provide you with a better understanding of the topics in this course. These materials are not required to complete the course, but they are aligned to course activities and assessments and are highly recommended for your use.

## External Resource

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- U.S. Department of State. (n.d.). [Allowances](#). Retrieved from <https://www.state.gov/m/fsi/tc/31361.htm>

## Optional

The following optional materials are offered to provide you with a better understanding of the topics in this course. These materials are not required to complete the course.

### External Resource

Please note that URLs change frequently. While the URLs were current when this course was designed, some may no longer be valid. If you cannot access a specific link, contact your instructor for an alternative URL. Permissions for the following links have been either granted or deemed appropriate for educational use at the time of course publication.

- Keirsey.com. (n.d.). [Welcome to the Keirsey Temperament Sorter \(KTS-II\)](http://keirsey.com/sorter/register.aspx). Retrieved from <http://keirsey.com/sorter/register.aspx>

## Unit 1 >> Intercultural Communications

### Introduction

Welcome to Unit 1 of International Human Resource Management. Most of us have had contact with people from other nations and cultures, and some of us have actually lived in other countries. What many of us still are not fully versed in is the many differences and similarities that exist across the many cultures of the world.

It can often be a challenge for professionals who are managing human resources in another nation to understand the unique cultural attributes of an environment with which they are not sufficiently familiar. Even if they understand the language, the culture may well be something that they simply are not versed in, and it will take time to understand and translate into attributes that can be fully comprehended.

The commonly accepted lens with which to understand differences in culture throughout the world includes power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, long-term versus short-term orientation, and indulgence versus restraint (Hofstede, n.d.). These are excellent mechanisms with which to begin understanding any culture. All HRM professionals must have a working knowledge of Hofstede's work.

Equally important is the recognition that the rule of law is not always valued in many developing nations where there is a traditional culture present and that historically, democracy has not been the accepted form of government. These traditional cultures are relationship-based and do not operate within the context of rule of law. They interact based on tribal familiarity and professional relationships that are decades or centuries old. This is not a criticism of our friends and neighbors but a critical observation essential for understanding other cultures. In many traditional cultures, the rule of law is less important than relationships.

Many societies in foreign nations are founded upon the idea that family, clan, and friendship ties are more important than rule of law. This may seem anti-ethical to American values, but where laws have not been a reflection of the people's desires and values, they are nothing more than an instrument of the ruling party, designed to punish rivals and dissidents. As HRM professionals, this may well be one of the first challenges you face. The people of the nation in which you are working may trust those they know rather than a government they do not trust.

As we move forward in this course, it is essential to take the time to understand Hofstede's (n.d.) work and recognize there is a great deal more to the difference between nations than language. Failure to understand these dynamics is a common shortfall that leaders across many sectors of the U.S. society have made in the past, but it is hoped we are now wiser and more aware. **Note:** U.S. federal laws do not apply to any other nation other than the states and territories in the United States. These federal laws should not be cited or quoted to support your course work.

## Learning Activities

### u01s1 - Studies

## Readings

The following readings support learning about the many differences and similarities that exist across the diverse cultures of the world:

- Abramson, N. R., & Moran, R. T. (2018). [\*Managing cultural differences: Global leadership for the 21st century \(10th ed.\)\*](#). New York, NY: Routledge.
  - Chapter 1, "Global Leadership, Culture, and a Changing World," pages 1–38.
  - Chapter 2, "Global Leaders and Intercultural Communications," pages 40–74.
- Dartey-Baah, K. (2013). [\*The cultural approach to the management of the international human resource: An analysis of Hofstede's cultural dimensions\*](#). *International Journal of Business Administration*, 4(2), 39–45. Retrieved from <http://www.sciedupress.com/journal/index.php/ijba/article/view/2581/1447>
- Hofstede, G. (2011). [\*Dimensionalizing cultures: The Hofstede model in context \[PDF\]\*](#). *Online Readings in Psychology and Culture*, 2(1). Retrieved from <http://scholarworks.gvsu.edu/cgi/viewcontent.cgi?article=1014&context=orpc>
  - Focus on "The Hofstede Dimensions in a Nutshell" on pages 9–16 of this resource to learn more about the dimensions of national and organizational cultures.
- SHRM Foundation. (2015). [\*Engaging and integrating a global workforce \[PDF\]\*](#). Retrieved from <https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/PublishingImages/Pages/Engaging-and-Integrating-Global-Workforce/6-15%20Theme%20%20Report-FINAL.pdf>

## Multimedia

Complete the following culture and communications-related multimedia:

- [Cultural Dimensions](#).
  - You will identify key factors of cultural dimensions and learn more about Geert Hofstede, who defined culture as "the collective programming of the mind that distinguishes one group or category of people from another."
- [Intercultural Communication](#).
  - You will see real people talking about their real experiences that involve differences between their culture and another culture in which they have either lived in or studied in.
- [Components of Cultural Intelligence](#).
  - This interactive shows how culturally intelligent people have knowledge, mindfulness, skills, and cultural intelligence (CQ).
- [Cross-Cultural Awareness Self-Assessment](#).
  - You can take an assessment that indicates your level of agreement with statements about cross-cultural awareness.
- [Intercultural Willingness to Communicate Self-Assessment](#).
  - You can take an assessment that indicates your level of agreement with statements about intercultural communication.

## Optional Readings

- [Geert Hofstede](#). (n.d.). Retrieved from <http://geerthofstede.com/>

- Keirsey.com. (n.d.). [Welcome to the Keirsey Temperament Sorter \(KTS-II\)](http://keirsey.com/sorter/register.aspx). Retrieved from <http://keirsey.com/sorter/register.aspx>

## u01d1 - Impact of Intercultural Dimensions on Communication

Choose a country to investigate the dimensions of power distance, uncertainty avoidance, individualism, and masculinity as outlined by Hofstede's findings.

- What do you think are the major cultural differences between the United States and the nation you selected?
- Why might these differences be so significant?

**Note:** Refer to the Discussion Participation Scoring Guide to ensure you meet all of the criteria before posting your initial response in this discussion. This will be the expectation of all discussions in this course, unless stated otherwise.

## Response Guidelines

After your initial post, read the posts of your peers and respond to at least two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on cultural differences. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Geert Hofstede](#)

## u01d2 - Managing Cultural Differences

An organization's member satisfaction and retention are deeply connected to management's ability to provide the employees with what they individually desire. This is not a simple or an easy process. This process becomes even more challenging when it is being manifested to a broad range of employees with differing home cultures (in many nations there exist different cultures within the boundaries of one nation) and varying nations. For this reason, it is critical that HR professionals be fully versed on the cultures of all the nations that their office has in their portfolio. While it is not possible to have everyone learn the languages of internal customer nations, culture awareness and sensitivity is a very important area to know and to understand.

An interesting and sensitive issue that Americans and members of some other nations are running into is the use of first names. While in the United States and most western nations this has been a common practice for years, it is NOT so appreciated nor tolerated in the regional areas of traditional cultures. This can create some difficulty in the workplace where you have virtually all Americans regardless of generation or background and are comfortable with this custom, but other cultures are not likely to be as comfortable.

For this discussion, respond to the following:

- How would you as an HR professional be mindful of the differences and manage the described dynamics in a professional manner?
- Would you think about accommodating the expectations of your internal customers, or would you focus your efforts on helping your internal customers understand the differences in culture they should expect in working collaboratively with your United States-based HR department? Justify your approach based on your research and findings.

## Response Guidelines

After your initial post, read the posts of your peers and respond to at least two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on managing these cultural differences. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

## Unit 2 >> Cultural Intelligence

### Introduction

This unit explores the components of developing cultural intelligence (CQ). This is your capability to work within and across cultures. There are four capabilities. The first is an interest and motivation to learn and to develop in the area of cross-cultural intelligence. Next is an awareness of the cultural similarities and differences among the many cultures around the world and while there is respect, there is no desire to change them into a reflection of one's own culture. The third capability is cultural intelligence strategy and you are able to foresee challenges driven by cultural differences, plan ways to overcome the differences, and build bridges between difficult areas of content and context. Lastly, possessing a strong adaptive behavior enables the adoption of widely fluctuating cultural conditions and context that others may be greatly challenged by (Livermore, 2011).

To achieve cultural intelligence, we need to learn more about the cultures we are working in, be flexible and adaptive, and become more mindful of our own and others' behaviors. Learning these skills will enable us to become more competent in living and working in cross-cultural settings. While we recognize the importance of learning the local language or the language of nations that are a part of our HR portfolio, it is also essential that we understand the supported cultures.

Engaging in the local culture with a strong and mutually beneficial relationship has its obstacles and rewards. Human resource practitioners working globally are challenged to discover what activities can help forge a partnership between a company in a developed economy and a company in a developing economy. For multinational companies (MNCs), it is important to build a workforce plan in support of corporate goals.

### Reference

Livermore, D. (2011). The cultural intelligence (CQ) difference. Retrieved from <https://www.youtube.com/watch?v=x2C7Mfft9OY>

### Learning Activities

### u02s1 - Studies

## Readings

The following readings will help you in your understanding of cultural intelligence for other world regions and becoming more mindful of your own and others' behaviors:

- Abramson, N. R., & Moran, R. T. (2018). [Managing cultural differences: Global leadership for the 21st century \(10th ed.\)](#). New York, NY: Routledge.
  - Chapter 12, "Doing Business in the Middle East," pages 367–401.
    - This chapter and others at the end of the text provide a greater understanding of how culture is a critical piece for conducting and managing global operations. This unit's assignment is focused on a case study of a global organization.
- SHRM. (2015). [Cultural intelligence: The essential intelligence for the 21st century](https://www.shrm.org/about/foundation/products/pages/cultural-intelligence.aspx). Retrieved from <https://www.shrm.org/about/foundation/products/pages/cultural-intelligence.aspx>
- [Southern Poverty Law Center](http://www.splcenter.org/). (n.d.). Retrieved from <http://www.splcenter.org/>
  - View this website for information about cultural intelligence and to prepare for this unit's discussion.

### u02s2 - Assignment Preparation

## Readings

The following articles support the Unit 2 assignment, Cross-Cultural Leadership. Please refer to the assignment's case study, requirements, and scoring guide as you prepare this week.

- Hudgins, J. (2017). [8 etiquette tips for doing business in China](https://www.cnbc.com/2017/06/27/etiquette-tips-for-doing-business-in-china.html). Retrieved from <https://www.cnbc.com/2017/06/27/etiquette-tips-for-doing-business-in-china.html>
- SHRM Foundation. (2015). [Engaging and integrating a global workforce \[PDF\]](https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/PublishingImages/Pages/Engaging-and-Integrating-Global-Workforce/6-15%20Theme%20%20Report-FINAL.pdf). Retrieved from <https://www.shrm.org/foundation/ourwork/initiatives/preparing-for-future-hr-trends/PublishingImages/Pages/Engaging-and-Integrating-Global-Workforce/6-15%20Theme%20%20Report-FINAL.pdf>
- Witt, M.A. (2012). [The ten principles for doing business in China](https://www.forbes.com/sites/insead/2012/03/06/the-ten-principles-for-doing-business-in-china/). Retrieved from <https://www.forbes.com/sites/insead/2012/03/06/the-ten-principles-for-doing-business-in-china/>

### u02a1 - Cross-Cultural Leadership

## Overview

Understanding culture is a critical piece to conducting business operations around the globe, and HR practitioners must be prepared to take their cultural intelligence and incorporate it into the best practices of managing all HR functions. For this assignment, you will convey the importance of cross-cultural leadership and resolve a related workplace case study.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- *Competency 1:* Explain how culture influences human resource practices and employee management.

- Explain why cultural intelligence is important for HR practitioners and other organizational managers.
- Articulate recommendations to develop cultural intelligence.
- **Competency 3: Analyze the impact of cross-cultural communications on employee management in multinational corporations (MNCs).**
  - Describe how to respond and overcome the issues in the case study.
- Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the human resource profession.
  - Write in a professional style using APA citations and format with correct grammar, usage, and mechanics.

## Preparation

This assignment is based on the following case study:

You and your human resources team work for a hi-tech gaming firm in Northern California called Fighting Games. Fighting Games has offices across Europe and the Pacific Rim and more than 1200 employees in more than 50 countries. Among the biggest challenges the members and leaders of each office face is scheduling meetings in asynchronous time frames. The New York team and the Shanghai team have been assigned to work on the same project. The New York team is leading the story line and the graphics. The Shanghai team is in charge of special effects and overall integration of the game. Meetings are scheduled twice a week. The teams have been meeting, but both teams have been complaining to the executive team. The New York team has been arriving late and running the meetings much longer than they were scheduled to last. This has happened over a dozen times. The relationship between the teams seems strained and not long ago something surprising happened: the Shanghai team canceled a meeting times. The relationship between the teams seems strained and not long ago something surprising happened: the Shanghai team canceled a meeting after the New York Team had arrived late to the last three.

Consider the following points as you prepare for your assignment:

- The New York and Shanghai teams are in different time zones, which makes coordinating meetings difficult.
- There are two cultures involved. Although the American team is multicultural, they have all lived in the US most of their lives. The Chinese team is comprised of all Chinese employees.

## Assignment Description

Write a 3–5 page paper, using correct APA style and format, on cross-cultural leadership and how this case study's situation might be resolved. Include the following:

- Explain why cultural intelligence is important for HR practitioners and other organizational managers.
- Articulate recommendations to develop cultural intelligence. Make three recommendations.
- Describe how to respond and overcome the issues in the case study.

## Submission Requirements

Your assignment should meet the following requirements:

- **Length:** 3–5 pages, including references.
- **Written communication:** communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and Support:** Use a minimum of three relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work.
- **APA style and format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Cross-Cultural Leadership Scoring Guide to ensure you meet the grading criteria for this assignment before submitting it.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

#### Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

### u02d1 - Cultural Intelligence

For this discussion, respond to the following:

- How well-developed is your cultural intelligence, and what tells you that?
- What aspects of your cultural intelligence could be improved? What areas do you have specific strengths in?
- Considering what you read on the Southern Poverty Law Center's website, why is cultural intelligence important, even if your career is exclusively in the United States?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on cultural intelligence. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

#### Course Resources

Undergraduate Discussion Participation Scoring Guide

[Southern Poverty Law Center](#)

## Unit 3 >> Global Leaders and Emerging Markets

### Introduction

Resources, both economic and human, are in a dynamic relationship of constant change. As an HR professional, it is your responsibility to stay up to date on these changes and recognize that there is rarely a clear-cut solution to any situation. Often, the challenge of the HR professional is to stay current on the many issues related to your business, as well as HR, and the many cultures involved in its operations. Understanding a culture, its diversity, and values is key to doing business in other countries.

## Learning Activities

### u03s1 - Studies

## Readings

The following readings reflect on the importance of understanding how culture, its diversity, and values are key to doing business in other countries:

- Abramson, N. R., & Moran, R. T. (2018). [\*Managing cultural differences: Global leadership for the 21st century \(10th ed.\)\*](#). New York, NY: Routledge.
  - Chapter 3, "Global Leaders Learning From Other and Change," pages 78–111.
  - Chapter 6, "Motivating the Global Workforce: The Case for Diversity and Inclusion," pages 180–207.
  - Chapter 13, "Doing Business in Latin America," pages 404–437.
  - Skim Chapters 14–17, pages 439–591.
    - Looking ahead in your coursework, including a discussion in this unit, you will choose a country of interest to compare with your experiences and the culture of the United States. These chapters have countries outlined by regions of the world. Please think about a country that interests you and use your textbook and courseroom resources to explore these countries.

### u03d1 - Cultural Awareness

Using Chapters 12–17 in your *Managing Cultural Differences* text (linked in Resources), select a country and respond to the following:

- What cultural traits about your selected country have you identified as unique? Describe these traits in detail.
- Of those unique differences, which might lead to communications challenges in the workplace?
- As you reflect on your course readings, what hurdles exist in achieving equality in a workforce for a company trying to expand into this country?

Be sure to include the sources of your information.

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to the cultural traits and differences identified for their selected country. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

[\*Managing Cultural Differences\*](#)

## u03d2 - Global Diversity

For this discussion, respond to the following:

- In what ways does a globally diverse workforce impact an organization's productivity?
- What challenges might be present in a diverse workforce?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on global diversity. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

## Unit 4 >> Culture and Values

### Introduction

In this unit, you will explore views on women, religion, and children's human rights. A nation's culture has a significant impact on these aspects and, in turn, has a significant impact on human resource practices and company operations. Women's rights and country culture have a significant impact on a company's ability to operate in a given country. Companies considering expansion overseas have many considerations beyond just the financial aspects. As a company is looking to expand overseas, organizational leaders and HR professionals must be mindful of the customs and culture of the country in which they are planning to operate. At times, some of these customs and cultures may seem very different and confusing. This calls for preparation and study. This is an area where on-the-job training may not be the best approach for successful engagements with a new culture.

### Learning Activities

### u04s1 - Studies

## Readings

The following resources help you explore views on women, religion, and children's human rights:

- Abramson, N. R., & Moran, R. T. (2018). [\*Managing cultural differences: Global leadership for the 21st century\*](#) (10th ed.). New York, NY: Routledge.
  - Chapter 5, "Women Leaders in Global Business," pages 146–176.
- [International Labour Organization](http://www.ilo.org/global/lang--en/index.htm). (n.d.). Retrieved from <http://www.ilo.org/global/lang--en/index.htm>
  - View this website in preparation for this unit's discussion.

# Multimedia

View the [Children Working in Factories](#) multimedia piece in preparation for this unit's discussion.

## u04s2 - Assignment Preparation

## Readings

The following resources support the Unit 4 assignment, Comparing Cultural Diversity. Please refer to the assignment's case study, requirements, and scoring guide as you prepare this week.

- Judah, T. (2008). [Kosovo: What everyone needs to know](#). New York, NY: Oxford University Press..
- Suber, D., & Karamanic, S. (Eds.). (2012). [Retracing images: Visual culture after Yugoslavia](#). Leiden, The Netherlands: Koninklijke Brill NV.
- World Trade Press. (2010). [Kosovo society & culture complete report: An all-inclusive profile combining all of our society and culture reports](#). Petaluma, CA: Author.

## u04s2 - Learning Components

- Describe challenges that may be present with diverse workforces and a global organization's productivity.

## u04a1 - Comparing Cultural Diversity

## Overview

A country's culture can significantly impact its views of women, religion, customs, and children's human rights, which in turn affects global human resource practices. For this assignment, you will use a provided case study to address the expectations and roles of women and religion to a MNC management team.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1: Explain how culture influences human resource practices and employee management.
  - *Describe how each country regards women and religion.*
- Competency 2: Analyze global issues that influence human resource practices for multinational corporations (MNCs).
  - *Assess how these assumptions impact an organization's global recruiting and hiring practices.*
- Competency 3: Analyze the impact of cross-cultural communications on employee management in multinational corporations (MNCs).
  - *Examine organizational integration and communication impacts for HR in this scenario.*
- Competency 4: Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the human resource profession.
  - *Write in a professional style using APA citations and format with correct grammar, usage, and mechanics.*

## Preparation

This assignment is based on the following case study:

Your organization just acquired an information technology company in the Republic of Kosovo, which used to be part of the old nation of Yugoslavia. Kosovo has not yet received recognition from enough countries to be considered a sovereign nation. It is an area of Eastern Europe where there is many talented information technology professionals and small entrepreneurs. Before your company and the new firm begin joint operations, you want to communicate to the membership of both organizations the similarities and differences between Kosovo and the United States.

As you prepare a business report, keep in mind the differences that are present in the roles of women in each country, and the challenges that might be experienced by the members of each organization as they begin to integrate operations and bring both organizations under the same reporting chain. US members will experience a change in their management structure, starting above the CIO position. In American companies, it is not unusual to have a large number of supervisors who are women, and in your company there are some women executives as well. Also, consider the faiths that are practiced in the two countries. Kosovo is primarily Russian Orthodox and Muslim and the United States includes members of a greater variety of religions. Lastly, the people in the region of Kosovo are easily insulted, so you must be careful to treat them with respect, kindness, and understanding.

## Assignment Description

Address the expectations and roles of women and religion in a 3–4 page business report for the organization's management team in Kosovo and the United States that addresses the following:

- Describe how each country regards women and religion.
  - Be sure to describe three assumptions about women and religion that influence views in each country. How could these assumptions influence employee management?
- Assess how these assumptions impact an organization's global recruiting and hiring practices.
  - For example, could a woman hold a leadership role in your country of interest? How does religion influence your organization and work culture?
- Examine organizational integration and communication impacts for HR in this scenario.
  - For example, how will onboarding and training activities conducted by human resources be impacted?

## Submission Requirements

Your assignment is considered a professional style document appropriate for the workplace versus an academic paper. It should meet the following requirements and include the following:

- **Title page.**
  - A basic title page will contain the following information centered, about one-third of the way down the page:
    - Document title.
    - Your name.
    - Date.
  - Use 11- or 12-point type in one of the following fonts: Times New Roman, Arial, or Courier for the title page, business report pages, and references page.
- **Business report.**
  - 3–4 pages, setting up the document pages with one-inch margins at the top, bottom, right, and left.
  - Left justify paragraphs, or indent 5–7 spaces.
  - Use single-spaced paragraphs and double-spacing between paragraphs.
  - Use subheadings to divide all documents, particularly those over one page in length, into logical, well-ordered sections.
  - Use ordered or bulleted lists to clarify points within your document.
  - Put page numbers on each page, including the cover page. You may add other information such as the title or your name to each page as well.

- **References page.**
  - Include a reference page at the end of the document listing all sources referenced within the text. Ensure that all sources listed in the references section are used and cited within the document as in-text citations, using APA format.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and support:** Use a minimum of three relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work.
- **APA style and format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Comparing Cultural Diversity Scoring Guide to ensure you have met all of the requirements of the assignment before submitting it.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

#### Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

### u04d1 - Children's Human Rights

Using the International Labour Organization's website and the Capella multimedia presentation, *Children Working in Factories*, respond to the following:

- What is the impact of the presence of child labor in factories on both the children and their communities?
- How do child labor and ethics of a nation that has large numbers of children reconcile values, beliefs, and laws with other countries, including the U.S.?
- What might the response be from stakeholders and stockholders of a multinational corporation?
- What is the potential impact on the reputation of U.S. companies that knowingly—or unknowingly—employ child labor?

Using the Capella library, identify a company that was found using child labor and summarize the impact of this misstep from a consumer perspective.

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on child labor. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

#### Course Resources

Undergraduate Discussion Participation Scoring Guide

#### u04d1 - Learning Components

- Identify how national culture and values impact HRM practices.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

#### u04d2 - Local Employee and Expatriate Leaders in the Field

This discussion is based on the following scenario:

You are an American citizen and HR professional who is working for an American coffee company headquartered in Columbia. There are over 800 employees working in collated factories in Columbia and over 3,000 employees in factories located in Peru and Chile. In general, the factories are running well and you have given the CEO a clean bill of health with respect to any human rights issues. All HR operations are running in alignment to national labor codes and laws. You are really proud of the work you have done in the field but now face a very difficult problem in the headquarters where you work. The vice president for all of Latin America is having two inappropriate relationships at the same time with administrative staff. The gossip is everywhere but no one will say anything officially. Neither of the women administrators has said anything and when you ask the vice president in an effort to quell what you thought was just gossip, he told you to mind your own business and to worry about local staff.

For this discussion, respond to the following:

- How would you approach this situation?
- Whom would you consult and why?
- Should you simply forget this situation and move on?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on how to handle this situation. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

#### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

#### u04d2 - Learning Components

- Identify the differences in the perception and realities associated with culture and human rights outside the United States and its impact on employee management.
- Cite and reference resources, using APA style and format, and giving appropriate credit for another's work.
- Use feedback from instructor and peers to improve writing skills.

## Introduction

Most of us hear about human rights through the media. The great majority of us may never have to deal with or provide an advisory opinion on a human rights issue, but some of us practicing in an international HRM role will actually face human rights issues, either directly or indirectly. This is a circumstance that is not common but certainly is not unknown. HR professionals and HR leaders need to be prepared to address human rights violations and should have a strong relationship with the organization's public affairs office, if one is present.

Human rights issues come in many different variations—from child labor issues to major safety concerns in an industrial setting. Make no mistake as the media will not differentiate your role. Local and national media will respond and respond quickly. If the company you work for has a relationship with an organization that is found to have questionable human rights practices, your company, and you personally, may be considered guilty by association.

Among the most egregious human rights violations are those that deal with vulnerable groups. Children are the most vulnerable, but the elderly are often equally as helpless. In developing nations, women may be an especially vulnerable group due to the laws made by their own governments. Another group of people at risk for human rights violations are indigenous people. In many parts of the world, there are still pockets of indigenous people that may or may not be protected as a matter of national or regional policy. They are seldom workers in an organization, but they can be clients, customers, or possibly land users of an area that an organization has procured through legal means.

As an HR professional working at an overseas location or managing HR operations through a virtual process, you may experience situations where there is clearly questionable treatment of employees, third-country nationals, or contractors who are nationals of the country in which the organization has an operation. It is essential that you are fully aware of the working conditions, salary, benefits, and the entire scope of HRM-related functional areas and how they are administered in the overseas location. This means you need to get into the field and inspect facilities. It also means that you have to train senior managers to do the same. It is quite likely that managers and first-line supervisors will be local employees who are more tolerant of traditional cultural practices and norms. These practices may seem acceptable to them but in reality, these may be definitive human rights violations that require immediate attention and notification of the executive leadership.

## Learning Activities

### u05s1 - Studies

## Readings

The following readings support HR professionals who need to be prepared to address human rights and workplace violations:

- Abramson, N. R., & Moran, R. T. (2018). [\*Managing cultural differences: Global leadership for the 21st century \(10th ed.\)\*](#). New York, NY: Routledge.
  - Review or skim Chapters 12–17, pages 367–591.
    - You will choose a country of interest to compare with your experiences and the culture of the United States for a discussion in this unit. These chapters have countries outlined by regions of the world. Please think about a country that interests you and use your textbook and courseroom resources to explore these countries.
- Alzola, M. (2018). [\*Decent work: The moral status of labor in human resource management\*](#). *Journal of Business Ethics*, 147(4), 835–853.
- Bapuji, H., & Chrispal, S. (2018, August). [\*Understanding economic inequality through the lens of caste\*](#). *Journal of Business Ethics*, 1–19.
- Reed, J. (2018, March 21). [\*UN asks Samsung to explain reports of worker 'intimidation'\*](#). *Financial Times / FT.com*.

- Shekara. (2017). [A bird's-eye view of socially excluded groups in urban India](#). *Splint International Journal of Professionals*, 4(6), 28–39.
- Sherman, J. F. (2018). [Should a parent company take a hands-off approach to the human rights risks of its subsidiaries?](#) *Business Law International*, 19(1), 23–2.
- Suriyashotichyangkul, J., Bisonyabut, N., & Sompol, S. (2017). [Way forward in enhancing business and preventing human rights abuses, and the role of the national Human Rights Commission of Thailand](#). *TDRJ Quarterly Review*, 32, 14–34.
- [United States: The humans of human rights: Celebrating international human rights day](#). (2017, December 18). *Asia News Monitor*.

## Optional Readings

View the following websites for additional content relevant to this unit's discussion on examining global human rights:

- United Nations. (n.d.). [Protect human rights](#). Retrieved from <http://www.un.org/en/sections/what-we-do/protect-human-rights/index.html>
- United Nations. (n.d.). [The universal declaration of human rights](#). Retrieved from <http://www.un.org/en/universal-declaration-human-rights/index.html>

### u05s2 - Discussion Preparation

## Reading

The following article will be used in this unit's discussion on workers' rights:

- Wuerth, I. (2017). [International law in the post-human-rights era](#). *Texas Law Review*, 96(2), 279–349.

### u05d1 - Global Worker Human Rights

Using Wuerth's article from this unit's readings as well as Chapters 12–17 in your *Managing Cultural Differences* text (linked in Resources), respond to the following:

- What does the author of the article assert regarding potential human rights issues? Do you agree? Why or why not?
- What are the top concerns we should be mindful of regarding workers' rights in our country?
- How do the top human rights concerns of another country you've selected compare to those in our country?
- If you worked for a company considering expanding to your selected country, would you support the expansion? Why or why not? Be sure to consider the potential public relations impact on your organization and how that could impact human resources in your organization (for example, its image, employee morale, or recruiting).

## Response Guidelines

After your initial post, read the posts of your peers and respond to at least two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on workers' human rights. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Undergraduate Discussion Participation Scoring Guide

[International Law in the Post-human-rights Era](#)

[Managing Cultural Differences](#)

## u05d2 - Human Rights Scenario

This discussion is based on the following scenario:

You are a HR professional visiting one of your corporation's three manufacturing plants in Mexico. You have been to Hermosillo, Matamoros, and Nogales. You had a great visit and all aspects of the operation are going well. The over 800 employees are happy, based on a survey you personally deployed and collected. Safety is being respected and where corrections were needed, they were done immediately. The three managers and their assistants are well-trained and doing what is right in all areas, except some very small issues which will be addressed in your official report. You are leaving the last factory in Nogales when you see a bus of what looks like school children leaving the facility across the street. The children look like 4th and 5th graders. You can tell because before you went to Capella University, you had been a paraprofessional educator working at a local elementary school. You ask the senior manager, Mr. Vasquez, what the school children are doing in the factory and he says they work there after school. They only go to school for a few hours a day. As it turns out, the facility across the street is a major provider of component parts to boats your company builds at the three factories.

For this discussion, respond to the following:

- What human rights issues are involved in this scenario?
- What exactly should you do in this situation with respect to reporting or not reporting what you've discovered to your organizational leaders?
- Is there a problem with the children working for a supplier? After all, it's not your company. Why or why not?
- What media and/or moral concerns do you see in this scenario?
- Is it your business as a client to stipulate who another company hires? Why or why not?

## Response Guidelines

After your initial post, read the posts of your peers and respond to at least two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on human rights and the involvement of children. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Undergraduate Discussion Participation Scoring Guide

## Introduction

In Unit 6, you will develop a basic understanding of some of the challenges of large multinational organizations. Employees are an organization's most valuable resource. An organization that invests time, money, and human resources in caring for the well-being of employees should receive a return of appreciation that shows through longevity, continued contribution, and performance improvement. Organizations must constantly look to the future, anticipating human capital needs. When expanding and operating overseas, these considerations and high-performance work systems become more essential in supporting a company's mission.

## Learning Activities

### u06s1 - Studies

## Readings

These unit readings provide an understanding of how global organizations must anticipate human capital needs to successfully build high-performance teams. Choose **six** of the following resources to read that are of most interest to you and support your coursework:

- [Best places to work gives a competitive advantage](#). (2018). *Journal of Business*, 33(9), 47.
- Sethumadhavan, A. (2017). [Building high-performance teams](#). *Ergonomics in Design*, 25(4), 29.
- [Canary CEO sees WTI becoming global benchmark](#). (2017, November 1). *Energy Monitor Worldwide*.
- Collister, J. (2018, January). [Human resources: Leading mergers and acquisitions](#). *HR Strategy and Planning Excellence Essentials*.
- Costanza, M. (2016). [Operating overseas involves meticulous planning](#). *Rochester Business Journal*, 32(4), 14–15,17.
- Disselkamp, L. (2016, August). [Can HR operate with credibility inside its imaginary walls?](#) *Workforce Management (Time and Attendance) Excellence Essentials*.
- Edmonds, S. C. (2017). [Your most important competitive advantage? Culture](#). *Manufacturing Business Technology*.
- Johnsson, M. (2017). [Creating high-performing innovation teams](#). *Journal of Innovation Management*, 5(4), 23–47.
- Kalaiselvan, K., & Naachimuthu, K. P. (2016). [Strategic approach to talent management: A theoretical model](#). *Journal of Contemporary Research in Management*, 11(1), 1–22.
- Karadjova-Stoev, G., & Mujtaba, B. G. (2016). [Strategic human resource management and global expansion lessons from the Euro Disney challenges in France](#). *The International Business & Economics Research Journal (Online)*, 15(3), 79–88.
- O'Bryan, C., & Casey, A. M. (2017). [Talent management: Hiring and developing engaged employees](#). *Library Leadership & Management (Online)*, 32, 1–16.

### u06s2 - Discussion Preparation

## Reading

The following article will be used in the unit discussion, Going Global:

- Chakravarthy, B., & Yau, D. (2017). [Becoming global leaders: Innovation challenges for five large Chinese firms](#). *Strategy & Leadership*, 45(2), 19–24.

## u06d1 - Going Global

Using Chakravarthy and Yau's article, "Becoming Global Leaders: Innovation Challenges for Five Large Chinese Firms," respond to the following:

- What must companies overcome as they consider expanding their global operations?
- What makes these challenges so difficult for companies?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on expanding overseas. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

[Becoming global leaders: Innovation challenges for five large Chinese firms.](#)

## u06d2 - Developing a Promotion System Overseas

This discussion is based on the following scenario:

You work for a large security company known as Security Plus, and security services are provided for the American government all over the world. While the military is in many places, they are not everywhere. The Department of State, U.S. Agency for International Development (USAID), Drug Enforcement Agency (DEA), the Peace Corps and others require security support. You are a roving HR professional stationed in southern Florida and have responsibility for Mexico as well as other nations in Latin America. There are a number of consulates in Mexico; some are isolated and most are far away from the American Embassy in Mexico City. Since the events that occurred in Benghazi, consulate security has become a very serious issue and Security Plus has been hired to provide protection to the following tiny to mid-sized American diplomatic missions in Mexico:

- U.S. Consulate General in Ciudad Juarez.
- U.S. Consulate General in Guadalajara.
- U.S. Consulate General in Hermosillo.
- U.S. Consulate General in Matamoros.
- U.S. Consulate General in Merida.
- U.S. Consulate General in Monterrey.

- U.S. Consulate General in Nogales.
- U.S. Consulate General in Nuevo Laredo.
- U.S. Consulate General in Tijuana.

Security Plus has hired over 700 new security employees to provide comprehensive security and protection for these consulates and their American diplomats. Now that you have this vast workforce currently being led and managed by leaders from other locations, you need to create a promotion system that will develop leadership roles, including Shift Sergeants who supervise the guard force operations and Lieutenants who manage the entire operation.

For this discussion, respond to the following:

- What are the challenges you will face from a cultural perspective?
- What selection challenges will there be in making actual promotion selections? Remember, management has very little information on these new employees since they have only been on board for a couple of months.
- Assume that Security Plus has attracted outstanding security professionals because of the high compensation being offered in comparison to other organizations in the nation. What attributes would you look for in the two roles, one of which is a first-in-line supervisor and the other is a first level manager with duties that include dealing with logistical details such as transportation and uniforms.

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on cultural challenges and developing a workforce overseas. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

Course Resources

Undergraduate Discussion Participation Scoring Guide

## Unit 7 >> International Assignments

### Introduction

In Unit 7, you will have the opportunity to think about key decisions involved in international assignments and to transfer their knowledge of domestic HR issues to an international context. You will learn about the main elements and issues related to international assignments, when it is appropriate to use expatriate workers, the skills and knowledge needed by expatriate workers, and how organizations can prepare expatriate managers to succeed in an international assignment. International assignments are seldom what they are perceived to be or advertised as required for prospective expatriates. The glamour many expect is an incomplete picture of life in a foreign country. When employees accept an overseas assignment the challenges can be many, unexpected, and varied.

### Learning Activities

u07s1 - Studies

## Readings

These unit readings reflect how key decisions are involved for HR professionals and global organizations in making successful international assignments. Choose **six** of the following resources to read that are of most interest to you and support your coursework:

- Abramson, N. R., & Moran, R. T. (2018). [\*Managing cultural differences: Global leadership for the 21st century\* \(10th ed.\)](#). New York, NY: Routledge.
  - Chapter 4, "Negotiating Long-Term for Mutual Benefit," pages 114–144.
- AlMazrouei, H., Zacca, R., Bilney, C., & Antoine, G. (2016). [\*Expatriate managers decision-making practices within the UAE: A qualitative study\*](#). *International Journal of Organizational Analysis*, 24(5), 856–882.
- European Union. (2015). [\*Life and business in the EU\*](#). Retrieved from [http://europa.eu/eu-life/index\\_en.htm](http://europa.eu/eu-life/index_en.htm)
- FDE TV. (2017). [\*Season 3 Episode 1 - International expatriate management \[Video\] | Transcript\*](#). Retrieved from <https://youtu.be/DQnoYZI2xnk>
- James, A., Rarick, C., & Barczyk, C. (2017). [\*What to do about Fardia: A case of cross-cultural human resource management\*](#). *Journal of Management Policy and Practice*, 18(3), 82–86.
- Learnlight. (2014). [\*Communicaid: Are we sending the right people on international assignments? \[Video\] | Transcript\*](#). Retrieved from [https://www.youtube.com/watch?v=-\\_WjZzd1LCg](https://www.youtube.com/watch?v=-_WjZzd1LCg)
- Meyer, B., Meyer, V., Kamila, V. D., & Brandão, L. M. F. A. (2016). [\*Managing expatriates: Analyzing the experience of an internationalized Brazilian company\*](#). *Revista de Ciências da Administração*, 18(46), 137–147.
- Okpara, J. O., & Kabongo, J. D. (2017). [\*The effect of cross-cultural training on expatriates' adjustment\*](#). *The Journal of Management Development*, 36(9), 1114–1124.
- Overman, S. (2016) [\*Tapping talent around the globe\*](#). *HRMagazine*, 61(1), 46–49, 51.
- Schmidt, C. (2016, May). [\*\(Specialized\) help wanted\*](#). *CFO*.
- [\*SMEs don't feel they can beat multinationals on hiring\*](#). (2016, September 28). *Sunday Business Post*.
- Srivastava, M. (2018, July 4). [\*Israel's tech entrepreneurs struggle to lure overseas talent\*](#). *Financial Times Limited / FT.Com*.
- Wang, D., Fan, D., Freeman, S., & Zhu, C. J. (2017). [\*Exploring cross-cultural skills for expatriate managers from Chinese multinationals: Congruence and contextualization\*](#). *Asia Pacific Journal of Management*, 34(1), 123–146.
- Xi, C. (2013). [\*International HRM--expatriates \[Video\] | Transcript\*](#). Retrieved from [https://www.youtube.com/watch?v=h-HZINQ\\_I9E](https://www.youtube.com/watch?v=h-HZINQ_I9E)

## **u07d1 - Recruitment Best Practices: International HRM Scenario**

This discussion is based on the following scenario:

Dilworth Inc., a U.S. electronics manufacturer located in a Latin American nation, has had a number of challenges with the performance of local staff in the senior leadership role, leading to the removal of three different senior managers. The reasons for the dismissals of the senior managers have been varied. One was discovered taking kickbacks of large sums for accepting low-grade component parts. The nation's federal police prosecuted another for smuggling narcotics in product shipments, and the most recent senior leader was having inappropriate relationships with four of his employees.

These dismissals have led Dilworth's CEO and CFO, the key leaders in the organization, to consider assigning an American to the Latin American nation as an alternative to hiring a local national. While they also looked at another local to potentially promote to senior manager, they want to send someone from the headquarters whom they know and trust. The challenge they are facing is that only two employees have volunteered to go for a three-year assignment. The country in which the factory is located is among the poorest in that region of the world, rife with crime and corruption, and anyone from a developed nation like the US, Canada, or Europe is going to suffer culture shock.

Among the greater challenges that expatriates' experience overseas in developing areas are the realities of family needs and expectations. Both volunteers for the assignment have spouses. One has two children; the other does not. Both employees' spouses work outside the home so they are dual income families. This presents a critical problem, as employment will be difficult. One partner is a teacher at the primary level and the other is an IT professional. Neither speaks Spanish, but the volunteers do. The family with children have no special needs, but the volunteer insists the children attend a faith-based school. Medical services are extremely limited and equipment extremely dated. The couple without children will not be able to start a family and stay together. If either wife gets pregnant, she will have to return to the U.S. for the duration of the pregnancy and for a couple of months afterward so that the baby can get the care he or she will need. There is no non-government, gated housing compounds in the capital city like the ones diplomats sometimes live in, so the volunteer and her/his family will live within the community, including the safety and security challenges this presents. Note: The family backgrounds of the volunteers are discussed here because qualifications are not what lead to failed overseas assignments. What often leads to failed assignments is the inability of the employer to provide the resources the family needs and desires and, in all honesty, the reality that often the entire family is either unwilling or unable to adapt. There is no fault to be assigned, but what is necessary is a clear understanding by the employer, the employee, and the family about what they will face.

As the HR professional at Dilworth Inc., how would you recommend approaching the current situation? Would you pursue hiring a local national candidate or either of the volunteers? If you recommend an expatriate, which one might you recommend? As you prepare your recommendations for this hiring scenario, respond to **four** of the following questions:

- What are the advantages and disadvantages of recruiting expatriate staff externally?
- What is an ethnocentric approach to and benefit of international staffing?
- What are the most important factors in the selection decisions of expatriates?
- How can resolving conflicts and negotiation help you in managing across cultures?
- How effective are expatriates in transferring knowledge from the host country?
- What are the advantages, disadvantages, and best practices involving the spouse and families of expatriates in the selection process?
- How would you support the repatriation process (the process in which expatriates return to their home country)?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on hiring recommendations for this scenario. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

### u07d2 - Expatriate Hiring: International HRM Scenario

This discussion is based on the following scenario:

Dilworth Inc., a U.S. electronics manufacturer, has decided to take advantage of the very low salaries in the developing nation of Chad in Central Africa. Other global organizations have had a very difficult time maintaining employees in this country. The number of western-style amenities are low; there is a limited variety of food and no fast food. There is a French country club with some amenities. Cell phone coverage is limited and in general, living in the capital city of

Anjemina is a challenge for most Americans. There is very little to do in the country except work, so psychological difficulties arise from living in an impoverished nation. There are three schools but the educational quality is limited by the challenges of attracting and retaining faculty and staff. Spouses and children who accompany the employee often leave after a year. For those who choose to stay, leave is generous. Because of the conditions in the country, employees and their families can join the frequent trips the embassy's Community Liaison Officer arranges to Europe and to other countries in Africa.

As the HR professional at Dilworth, you need to hire a middle management staff member in operations, finance, marketing, and human resources. For this discussion, respond to the following:

- How would you go about selecting an employee candidate for this assignment in Chad?
- What cautions would you offer to potential candidates?
- Would you offer any special compensation to attract and retain the employee? Why or why not? If so, what type of special compensation?
  - **Note:** You may find the Allowances site linked in Resources helpful when thinking about special compensation.

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on hiring recommendations for this scenario. Support your position with the unit readings and additional articles, if necessary, using APA style and format.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

[Allowances](#)

## Unit 8 >> Talent Management

### Introduction

The world's recruiting stage can be quite daunting, as you approach the task of attracting talent and designing strategies and policies to retain the right people for the right period of time. The global trends are clear in their predictions that this is a constantly moving target. What is appropriate for a sales manager in one country may not be appropriate in another. And what keeps an employee loyal to your mission in one country may completely contradict the culture in another. This is a difficult concept to grasp, but it supports how complicated national culture and the variations of regional differences within nations can be for recruiting and retaining talent. Our own nation is an excellent example of these phenomena. Among the challenges we have are to ensure we never stereotype members of other cultures no matter where they are from. As HR professionals, we have to set the example of engagement with people from different backgrounds but that have the same or similar commitment we have to the organization. Sometimes the approach will be different but it's up to us to work at understanding and guiding everyone towards respect, tolerance, and kindness in the workplace.

### Learning Activities

#### u08s1 - Studies

## Readings

These unit readings look at strategies that address the control and management of the recruiting process, including demographics and cultural considerations. Choose **six** of the following resources to read that are of most interest to you and support your coursework:

- Abramson, N. R., & Moran, R. T. (2018). [\*Managing cultural differences: Global leadership for the 21st century\* \(10th ed.\)](#). New York, NY: Routledge.
  - Chapter 10, "Managing Global Transitions and Relocations," pages 293–327.
- Country Navigator. (2016, September 6). [Strategies for managing cultural differences \[Video\]](#) | [Transcript](#). Retrieved from <https://www.youtube.com/watch?v=pDDa8v2wCnY>
- Doing Business. (2016). [Labor market regulation data](#). Retrieved from <http://www.doingbusiness.org/data/exploretopics/labor-market-regulation>
  - Review this website for labor market regulation indicators. The data was most recently completed in May 2018.
- Harrington, J. (2016). [US to UK: Mind the comms culture gap](#). *PRweek*, 19, 36–38.
- INSEAD. (2016). [The world's most talent ready countries 2015 \[Video\]](#) | [Transcript](#). Retrieved from <https://www.youtube.com/watch?v=UVPwXkPEAUM>
- Kumar, R. (2016). [The business of cultural intelligence](#). *Global Focus*, 10, 72–75.
- Lundby, K. M., & Jolton, J. (2010). [\*Going global: Practical applications and recommendations for HR and OD professionals in the global workplace\*](#). San Francisco, CA: Jossey-Bass.
  - Read Part Two: "Attracting and Selecting Employees in the Global Workplace."
- Morris, S. (2017). [Cross-cultural management \[Video\]](#) | [Transcript](#). Retrieved from <https://www.youtube.com/watch?v=rJ4IbhXrqnc>
- Overman, S. (2016). [Finding the right talent around the globe](#). Retrieved from <http://www.shrm.org/publications/hrmagazine/editorialcontent/2016/0216/pages/0216-global-talent-acquisition.aspx>
- Syahputra, A. R. (2015). [Cross-culture content in business \[Video\]](#) | [Transcript](#). Retrieved from <https://www.youtube.com/watch?v=MXBill1pTmg>
- Vlad, M., & Stan, S. O. (2018). [The influence of cultural differences and its application in multinational organizations](#). *Management Dynamics in the Knowledge Economy*, 6(3), 405–422.

## u08s2 - Assignment Preparation

## Reading

The following resource supports the Unit 8 assignment, Riot Games Talent Management Strategy Case Study. Please refer to the assignment's case study, requirements, and scoring guide as you prepare this week.

- [Riot Games](#). (2017). Retrieved from <https://www.riotgames.com/en>

## Optional Resource

You may find this resource helpful as you prepare for this unit's assignment, which is an executive summary.

- Free Word's Templates. (n.d.). [Executive summary template](#). Retrieved from <http://www.wordstemplates.org/executive-summary-template/>

### Overview

The global organization is a complicated and powerful platform of productive capability, built on the power of differences. Cultural diversity offers a broad perspective of competitive settings and responds to and from many views while leveraging the strengths that come from different nations and regions of the world. A strong global human resources strategy can support the organization's goals to attract and retain the most talented professionals in fields aligned with the organization's competitive posture and marketing space.

This assignment is based on the following case study:

Riot Games, Inc., is a global gaming company based in West Los Angeles, California. The company was started in 2006 by Brandon Beck and Marc Merrill, as they worked to build a gaming company that would be quality focused and continuously improved. As of May 2018, Riot Games employs 2,500 staff members and operates 24 offices around the world, including locations in Barcelona, Spain; Berlin, Germany; Dubai, UAE; Dublin, Ireland; Hong Kong, China; Istanbul, Turkey; London, England; Los Angeles, CA; New Delhi, India; Paris, France; San Francisco, CA, US; St. Louis, MO, US; Santiago, Chile; São Paulo, Brazil; Seoul, Korea; Shanghai, China; Singapore; Sydney, Australia; and Tokyo, Japan. Talent is not a function of place but of people, and the hundreds of skills and dozens of occupations that are required to create a highly exciting and engaging family of computer games enjoyed in virtually every nation in the world requires a broadly diverse staff.

Riot Games is working very hard on diversity and inclusion with respect to both national culture and diversity, as we recognize it in the United States. The company has hired experts engaged in programs and is honestly working to address a culture that could be much improved with respect to inclusion. However, there is a key point that needs to be considered as you review and respond to this assessment. The number of women working for the organization in the creative area is currently less than 10 percent. Riot Games is a highly successful organization full of very capable and creative people. Most people work in the areas of art and technology. Another portion of its employees work in supporting roles that are common to companies. A challenge for this great company is how to attract women to its technology roles and other supporting functions of the organization. With so few women employees, the company will be challenged to attract others, often out of concern for the presence of peers. The high male population is the same across all offices listed above. While there is diversity of culture and ethnicity, and the LGBT community is being welcomed, the absence of women is an issue the organization's leadership has made a major goal to resolve.

Riot Games is ultimately a talent-driven organization that is successful due to its uniquely qualified employees. These are not always the kinds of employees who can be sourced in traditional ways. They are talented and driven, work all hours, dream in code, and are intolerant of traditional bureaucratic settings. Interestingly, Riot Games is anything but bureaucratic. However, no matter the organizational structure and behavior of an organization, all will have human resources challenges that cannot be easily resolved. In fact this will be an issue that will require both resources and creativity to fix, which is exactly what you are challenged to do in this assignment.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1: Explain how culture influences human resource practices and employee management.
  - *Explain how culture influences HR practices and employee management in this case study.*
- Competency 2: Analyze global issues that influence human resource practices for multinational corporations (MNCs).
  - *Analyze the evidence supporting the improvement of the organization's talent management.*

- Competency 3: Analyze the impact of cross-cultural communications on employee management in multinational corporations (MNCs).
  - *Articulate personal views for or against improving the organization's talent management.*
  - *Assess whether a non-HR leader and an HR leader would support the same talent management decisions.*
- Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the human resource profession.
  - *Write in a professional style using APA citations and format with correct grammar, usage, and mechanics.*

## Preparation

Today, talent management is a principal area of attention for HR departments and organizational leaders and this assessment provides a strategic case study based on Riot Games. The company's website is linked in Resources. If you haven't already done so, review the company's products, functions, and locations to support your assessment work. Note: Since websites are dynamic domains, it is understood that content will change over time.

## Assignment Description

Consider yourself to be an HR practitioner working for IBM as you prepare an executive summary that includes the following:

- Analyze the evidence supporting the improvement of the organization's talent management.
- Explain how culture influences HR practices and employee management in this case study.
- Articulate personal views for or against improving the organization's talent management.
- Assess whether a non-HR leader and an HR leader would support the same talent management decisions.

Be sure to communicate in a manner that is scholarly, professional, and consistent with expectations for members of the human resource profession.

## Submission Requirements

Your assignment should meet the following requirements:

- **Executive Summary Length:** 3–4 typed, double-spaced pages.
- **Written communication:** Communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and support:** Use a minimum of three relevant and credible scholarly or professional resources such as the Wall Street Journal to support your work.
- **APA style and format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Riot Games Talent Management Strategy Case Study Scoring Guide to ensure you have met all of the requirements of the assignment before submitting it.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

### Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

## u08d1 - Cross-Cultural Values and Communications

This discussion is based on the following scenario:

You have just arrived in Panama to take over the HR responsibilities in a medium-sized automotive plant, FAST PARTS, an after-market plant that builds custom engines for racing cars in the United States, and Europe. Some of the products are custom, and there are expatriates from the U.S. and Europe as well as over 800 local national employees. There are three HR professionals from Panama, but the CEO has decided that the headquarters' seasoned HR professional should be a part of the operation and you have accepted the position. Your family is coming with you, but you have some concerns about housing and schools and medical care; however, your focus is on work and these things appear to be getting resolved.

You have been told that one of the biggest challenges exists because of the cultural differences at the plant. While the plant has hundreds of Panamanian workers and dozens of Americans, there are more than 40 employees from about a dozen other nations (Argentina, Peru, Germany, Austria, Spain, Italy, Macedonia, Belgium, Kuwait, Saudi Arabia, Korea, China, Thailand). Problems have surfaced from differences about punctuality, lunch breaks, after-work parties, and holiday traditions. Religious differences have also become an issue, with several employees refusing to join in celebrations because alcohol will be served. It is causing problems with morale and the employees' willingness to work together.

As the HR professional at FAST PARTS, respond to the following:

- What do you think are the most significant concerns described in this scenario?
- How would you approach this situation at the plant in Panama?
- What might be some values-related issues in this situation?
- What might be some cultural communications issues?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on culture, communications, and overseas assignments. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)

## Unit 9 >> Onboarding, Training, and Development

### Introduction

After identifying the right local talent for the organization, we need to take great time and attention to orientate and train new hires. Many organizations rely on teamwork in support of their business model, but that may not be a natural tendency in individualistic cultures. In this unit, we will look at why blending the culture of our own organizational environment, while being mindful of local

culture and expectations, is not an easy task. However, starting with greater awareness of this challenge can put you on the path to success.

## Learning Activities

### u09s1 - Studies

## Readings

These unit readings explore the challenges HR professionals face when blending diverse cultures and expectations. Choose **six** of the following resources to read that are of most interest to you and support your coursework:

- Colasanti, L. (2016, March 17). [Tips to engage and unify a global workforce](#). *Benefits Selling. Breaking News; New York*.
- Edmonds, S. C. (2017, July 5). [Running and managing the company is more than just a numbers game](#). *Pharmaceutical Processing*.
- LeeHechtHarrison. (2016). [LHH case study: Transforming a global workforce \[Video\]](#). Retrieved from <https://www.youtube.com/watch?v=RIdowtLwE3E>
- Modern Workplace. (2017). [Global workforce: the new culture of work \[Video\]](#). Retrieved from <https://www.youtube.com/watch?v=e7iJ2BDHwEI>
- Quantum Workplace. (2018). [The challenges of engaging a global workforce \(and how to overcome them!\) | The Engagement Studio \[Video\] | Transcript](#). Retrieved from [https://www.youtube.com/watch?v=\\_cOo9j3T-LU](https://www.youtube.com/watch?v=_cOo9j3T-LU)
- RadixCloud. (2009). [Overcoming the challenges of global workforce management with HR technology \[Video\]](#). Retrieved from [https://www.youtube.com/watch?v=\\_hByPqdxTjg](https://www.youtube.com/watch?v=_hByPqdxTjg)
- Squizzero, K. (2017, December 7). [Creating a company culture to support digital change](#). *Industrial Distribution (Online)*.
- TEDx Talks. (2017). [Managing cross cultural remote teams \[Video\] | Transcript](#). *Ricardo Fernandez | TEDxIESEBarcelona*. Retrieved from <https://www.youtube.com/watch?v=QIoAkFpN8wQ>

### u09s2 - Assignment Preparation

## Reading

In preparation for your assignment in this unit, Engaging a Global Workforce, read chapters of your choice in this eBook. Refer to the assignment requirements and scoring guide for more information to support your coursework.

- Isson, J., & Harriott, J. S. (2016). [People analytics in the era of big data: Changing the way you attract, acquire, develop, and retain talent](#). Hoboken, New Jersey: John Wiley & Sons, Inc.

## Suggested Reading

You will create a PowerPoint presentation for this unit's assignment; therefore, you may wish to review the following:

- Capella's [Guidelines for Effective PowerPoint Presentations \[PPTX\]](#).

## Overview

It is important for HR practitioners to be able to identify how cultural dimensions and communication impact a global organization's teamwork and training goals. For this assignment, you will create a PowerPoint presentation to provide training to your HR team on engaging a global workforce culture to maximize performance.

By successfully completing this assignment, you will demonstrate your proficiency in the following course competencies and assessment criteria:

- Competency 1: Explain how culture influences human resource practices and employee management.
  - *Analyze differences in work styles between a U.S. worker and that of another country.*
- Competency 2: Analyze global issues that influence human resource practices for multinational corporations (MNCs).
  - *Describe best practices for a virtual human resources team of a global workforce.*
- Competency 3: Analyze the impact of cross-cultural communications on employee management in multinational corporations (MNCs).
  - *Analyze the impact of cross-cultural communications on employee management.*
- Competency 4: Communicate in a manner that is scholarly, professional, and consistent with expectations for members of the human resources profession.
  - *Write in a professional style using APA citations and format with correct grammar, usage, and mechanics.*

## Preparation

This assignment is based on the following case study:

You are the section leader of a seven-member training and development team within the larger human resources department of a multinational corporation headquartered in Washington, DC. All the HR professionals are Americans who grew up in the United States. Three of your peers have extensive global experience; the other four have not worked outside the U.S., nor have they ever been part of a global HR team. The multinational corporation you work for is an engineering firm with projects around the globe and employees over 34,000 employees from 50 nations.

Understanding how to blend global talent into teams to support an organization's training goals, while being mindful of cultural dimensions, values, communication, and expectations helps HR practitioners take on this challenging task. Seeking to understand biases and behaviors in our communications is critical to our cultural awareness, whether we are based domestically or abroad. Exploring culture as it relates to team building in the workplace can enhance our ability to engage employees. Inclusivity builds solid employee relations and engagement with people from all cultures while supporting human resource practices.

## Assignment Description

Create a PowerPoint presentation of 7–10 slides, using detailed speaker notes, to provide training to your HR team on engaging a global workforce culture to maximize performance. Include the following:

- Analyze differences in work styles between a U.S. worker and that of another country.
  - Demonstrate that these differences are cultural and not performance-based by selecting a country of your choice for this comparison.
- Describe best practices for a virtual human resource team of a global workforce.
  - How does cultural differences influence employee management with such things as self-service tools or HR systems?
  - Consider practices concerning the workforce coordination with senior leaders (executives) and the communication of labor laws with HR peers.
- Analyze the impact of cross-cultural communications on employee management.

- How does personal bias or knowledge of other's cultural backgrounds, active listening, and forms of non-verbal communication impact cross-cultural interactions and communications?
- Provide one or two workplace examples that maximize the performance and effectiveness of a HR team.

## Submission Requirements

Your PowerPoint presentation should meet the following requirements:

- **Length:** 7–10 PowerPoint slides, with speaker's notes, plus title and reference slides.
  - Select a PowerPoint slide template appropriate for a professional presentation.
  - Include the content of the slides as well as the supporting narrative in the speaker's notes.
  - Be sure slide content supports your main points and ideas.
  - Do not overbuild your slides; information that supports what you are saying should appear at the lower portion of each slide as notes.
  - **Note:** Save your finished PowerPoint presentation in Notes view as a PDF. Instead of File>Save As, use File>Print>Adobe PDF. Look for the Settings dropdown menu to change it from slides to Notes Pages. Be sure you can see both the slides and your notes in the preview of your saved file. Upload only the PDF to this assessment.
- **Written communication:** communicate in a manner that is scholarly and professional. Your writing should be:
  - Concise and logically organized.
  - Free of errors in grammar and mechanics.
- **Validation and Support:** Use a minimum of three relevant and credible scholarly or professional resources such as the *Wall Street Journal* to support your work.
- **APA style and format:** Format all citations and references in accordance with current APA guidelines.

Refer to the Engaging a Global Workforce Scoring Guide to ensure you have met all of the requirements of the assignment before submitting it.

**Note:** Your instructor may also use the Writing Feedback Tool to provide feedback on your writing. In the tool, click the linked resources for helpful writing information.

### Course Resources

[APA Style and Format](#)

[Writing Feedback Tool](#)

[Guidelines for Effective PowerPoint Presentations \[PPTX\]](#)

## u09s3 - Discussion Preparation

### Reading

In the following video, Professor Martha Maznevski of IMD looks at how to get the best performance from diverse teams, and you will use this resource in a unit discussion.

- The Financial Times. (2007, August 15). [IMD: Leading diverse teams \[Video\]](https://www.ft.com/video/3add5e21-b298-3cf1-9eba-cbff74556aba). Retrieved from <https://www.ft.com/video/3add5e21-b298-3cf1-9eba-cbff74556aba>

## u09d1 - Orientation and Onboarding for Leading Diverse Global Teams

Using the IMD: Leading Diverse Teams video from this unit's studies, think of a global company you admire. Using that company's mission statement, design an orientation meeting agenda to help build your team. Determine how best to convey the most essential agenda items to your new colleagues.

For this discussion, respond to **four** of the following:

- What are at least five self-management competencies and five team member competencies that you feel are most essential to building your team?
- How will your team establish and maintain trust and cultural sensitivity?
- How will your team identify team roles and leadership?
- How will your new colleagues feel welcomed and supported in order to create a positive transition to the company?
- How will your team identify team ground rules and norms for personal interaction? (For example, how decisions will be made, how conflicts will be resolved, and so on).
- How will your team maintain timelines and schedules?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their orientation meeting agenda. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

[IMD: Leading Diverse Teams](#)

## Unit 10 >> Global Communications and Employee Engagement

### Introduction

In this final unit, you will explore culture as it relates to team building and culture sensitivity in the workplace. While cultural awareness does not give you a complete picture, this exploration can be a positive first step in mindfulness toward others. Seeking to understand others is a critical piece in cultural awareness, whether domestically or abroad. Inclusivity and mindfulness in communications enhances our ability to engage employees in an organization.

When we work with people from other cultures, we need to become more mindful and pay attention to the biases and behaviors that may be relevant only to us. We also need to develop the expertise to learn about and diagnose other cultures—learning the key elements and values that can help us be more successful in living, working, and communicating with people from many cultures.

On a larger scale, understanding cultures can help organizations start off on the right foot in creating partnerships in a host country and building solid employee relations.

## Learning Activities

### u10s1 - Studies

## Readings

These unit readings examine culture as it relates to team building and culture sensitivity in the workplace. Choose **six** of the following resources to read that are of most interest to you and support your coursework:

- Abramson, N. R., & Moran, R. T. (2018). [\*Managing cultural differences: Global leadership for the 21st century \(10th ed.\)\*](#). New York, NY: Routledge.
  - Skim Chapters 12–17, pages 367–591. You will choose a country of interest to discuss global communications in this unit's discussion. These chapters have countries outlined by regions of the world. Please think about a country that interests you and use your textbook and courseroom resources to explore these countries.
- Abusamra, J. (2016, January). [\*Improving employee engagement: Two areas of focus\*](#). *Recognition and Engagement Excellence Essentials*.
- Glint, Inc. (2018). [\*The state of employee engagement in 2018\*](#). Retrieved from [https://info.glintinc.com/2018\\_03\\_WP\\_State\\_of\\_EE\\_PPC\\_Register.html?utm\\_source=google&utm\\_medium=cpc&utm\\_ppc-campaign-name=Google\\_Search\\_US-Mid-Atlantic\\_Employee-Engagement\\_NB\\_BMM&utm\\_ppc-ad-group=Nb\\_employee-engagement&utm\\_ppc-keyword=%2Bemployee%20%2Bengagement&gclid=EA1aIQobChMI0LS5weWY3gIVVlgNCh2yuAv6EAAAYAiAAEgLST\\_D\\_BwE](https://info.glintinc.com/2018_03_WP_State_of_EE_PPC_Register.html?utm_source=google&utm_medium=cpc&utm_ppc-campaign-name=Google_Search_US-Mid-Atlantic_Employee-Engagement_NB_BMM&utm_ppc-ad-group=Nb_employee-engagement&utm_ppc-keyword=%2Bemployee%20%2Bengagement&gclid=EA1aIQobChMI0LS5weWY3gIVVlgNCh2yuAv6EAAAYAiAAEgLST_D_BwE)
  - Note: You will need to enter some personal information in order to download the report.
- GoalRecorder. (2014). [\*How to use employee engagement to gain competitive advantage \[Video\] | Transcript\*](#). Retrieved from <https://www.youtube.com/watch?v=ILcpgltygLo>
- Holley, N. (2016). [\*Employee engagement: The role of HR\*](#). *Global Focus*, 10, 11–14.
- Imakwuchu, O., & Billy, I. (2018). [\*Cross-cultural team management\*](#). *The Business & Management Review*, 9(3) 575–580.
- Jaquez, F. (2016). [\*The global leadership trifecta\*](#). *Talent Development*, 70(9), 44–48.
- Motivational Leadership Alliance (2017). [\*Building employee engagement for competitive advantage \[Video\] | Transcript\*](#). Retrieved from <https://www.youtube.com/watch?v=myqSj7eYtVE>
- Mullins, B. (2017, May). [\*Employee engagement leads to employee retention: 5 ways to build a loyal workforce\*](#). *Recognition and Engagement Excellence Essentials*.
- Rene Rodriguez. (2009). [\*Rene Rodriguez on employee engagement: The ultimate competitive advantage \[Video\] | Transcript\*](#). Retrieved from <https://www.youtube.com/watch?v=t0OuVZi6hk8>
- [\*Secret communication techniques influential leaders use: Learn effective communication at SHRM session\*](#). (2017). *ICT Monitor Worldwide*.
- SHRM Foundation Executive Briefing. (n.d.). [\*Employee engagement: Your competitive advantage \[PDF\]\*](#). Retrieved from <https://www.shrm.org/ResourcesAndTools/business-solutions/Documents/Engagement%20Briefing-FINAL.pdf>

### u10s2 - Discussion Preparation

## Reading

In preparation for a unit discussion on communication challenges an HR professional may have while working in South Africa, skim this eBook:

- Hester, N., & Nico, M. (Eds.). (2016). [Employee engagement in a South African context](#). Cape Town, South Africa: KR Publishing.

## u10d1 - Communication Challenges for HR Professionals

This discussion is based on the following scenario:

Imagine an American who has never lived or traveled outside of the U.S. is suddenly being placed in a foreign nation to live and work. Consider that this is a new HR professional who is now working alongside 11 local HR professionals, all of whom are responsible for managing a local national workforce of 1,800 professionals, technical specialists, and laborers. The employer is in the oil industry and the factory is in the nation of Nigeria. What will be the greatest challenges faced by individuals in a culturally diverse workplace?

For this discussion, respond to the following:

- Do you think there could be some gender role concerns since the group of 11 HR professionals contains 6 women and 5 men? Why or why not?
- What specific challenges will the HR professional face in terms of communications with the HR team as well as the factory employees working in this nation?
- What specific challenges could the HR professional face in terms of ethics?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on global communications. Support your position with the unit readings and additional articles, if necessary.

### Course Resources

Undergraduate Discussion Participation Scoring Guide

## u10d2 - Global Communications

Given what you know about the one of the countries you have studied in this course, what are the steps you must be most mindful of as a HR professional as you communicate across a global organization?

## Response Guidelines

After your initial post, read the posts of your peers and respond to two other learners. Seek clarification and provide feedback on your experiences as you relate to their opinions on global communications. Support your position with the unit readings and additional articles, if necessary, using current APA style and format.

## Course Resources

[Undergraduate Discussion Participation Scoring Guide](#)