

Course Last Updated [02/24/2024]



University of  
New Haven

## Global Workforce Management

### Section I: Course Overview

**Course Code:** MGMT355SYD

**Subject Area(s):** Management

**Prerequisites:** None

**Language of Instruction:** English

**Total Contact Hours:** 45

**Credits:** 3

**Course Fees:** None

### Course Description

This course provides an integrative framework for understanding the business and legal challenges that are associated with effective workforce management around the world. As more and more companies try to leverage the benefits of a global labor market, it is critical to understand the challenges that managers must deal with as they try to coordinate work practices across country settings and prepare individuals for global assignments. Toward that end, students examine how international labor markets compare in terms of labor costs, labor supply, workplace culture, and employment law. High-profile news events from developed and emerging economies are used to illustrate the complex cultural and regulatory environment that multinational firms face in such areas as talent management, performance management, offshore outsourcing, downsizing and industrial relations. The last segment focuses on the individual and organizational factors that promote successful global assignments.

### Learning Objectives

Upon successful completion of this course, students are able to:

- Gain an understanding of the key management issues arising from globalization of the workforce

- Explain how global growth places additional demands on management
- Analyze the issues related to future workplace in developing and developed countries

## Section II: Instructor & Course Details

### Instructor Details

**Name:** TBC

**Contact Information:** TBC

**Term:** TBC

**Course Day and Time:** TBC

**Office Hours:** TBC

### Grading & Assessment

The instructor assesses students' mastery of course learning objectives by using the forms of assessment below. Each of these assessments is weighted toward the final grade. The Assessment Overview section provides further details for each.

**Engagement - 20%**

**Mid-Term Exam - 25%**

**Final Exam - 25%**

**Research Paper and Presentation - 30%**

### Assessment Overview

This section provides a brief description of each form of assessment listed above. Forms of assessment may be slightly modified in the term syllabus.

**Engagement (20%):** Students are expected to be engaged in class, and to have read the [CEA CAPA Engagement Policy](#), and to understand the [Class Engagement Rubric](#) that outlines how engagement is graded.

**Mid-Term and Final Exam (25% Each):** The mid-term and final exams include a combination of short essay questions. Each exam covers approximately half of the course content

**Research Paper (RP) and Presentation (30%):** Students take one of the core topics of this course and develop a case study analysis of a real-life example of this topic in the workplace. Students give a detailed analysis of all factors of this scenario and apply principles learned in class to develop a solution. This is done in a 3000-word research paper as well as a 20-minute presentation given in class.

## Active Learning

Experiential learning is an essential component of education abroad, and participation in field studies is a required part of coursework. In this course, students explore the city in which they are studying using a variety of methods. This provides the opportunity to gain nuance and perspective on the host context and course content, as well as to collect information and resources for assigned papers, projects, and presentations.

- Gucci Garden
- Teatro della Pergola (to analyse their performance management)

## Readings and Resources

The below readings and resources are representative of what will be assigned as required in this course, but may vary slightly in the term syllabus.

All students are given access to the online library of the University of New Haven (UNH), accessible [here](#), and are expected to comply with [UNH Policies](#) regarding library usage.

Wherever possible, required readings are made accessible through the online library or Canvas. Students are responsible for obtaining all required readings.

Each course utilizes Canvas as its LMS. Students are expected to check Canvas regularly for updates and deadlines. Canvas is also the primary platform for contacting your instructor in case of questions or concerns about the course.

### Required

Vance, C., Paik, Y., Froese, F.J., & Andersen, T. (2023). *Managing a Global Workforce* (4th ed.), 2023, NY: Routledge

## Course Calendar

Session 1	
Topics	Introductions, student interests, relevant prior coursework & experience
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"><li>• Ch. 1 + Assignments</li></ul> Case Study 1.2: MNC Collaboration in Social Responsibility

Session 2	
Topics	Cultural foundations of international HRM
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"><li>• Ch. 2 + Assignments</li></ul> Case Study 2.1: Cross-Cultural Assessment over a Cup of Coffee

	Set up Final Project Teams
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Session 3	
Topics	Changes and challenges in the global labour market
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> <li>Ch. 3 + Assignments</li> </ul> Case Study 3.1: Chinese are Moving to Africa to Make Shoes Case Study 3.2: India is sending jobs abroad RP01: Submit on Canvas and present in class the Group Research paper topic

Session 4	
Topics	The key role of international HRM success in MNC strategy
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> <li>Ch. 4 + Assignments</li> </ul> Case Study 4.2: Is Accenture's Global Face Really a Façade?

Session 5	
Topics	Global HRM planning
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> <li>Ch. 5 + Assignments</li> </ul> Case Study 5.2: A Google Search for Talent RP 02: Submit on Canvas and present in class the Group Research Paper Brief

Session 6	
Topics	Global staffing
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> <li>Ch. 6 + Assignments</li> </ul> Case Study 6.2: MNC Staffing Practices and Local Anti-Discrimination Laws

Session 7	
Midterm exam	

Session 8	
Topics	Global workforce training and development
Activity	Lecture and Discussion Visit at Gucci Garden
Readings & Assignments	<ul style="list-style-type: none"> <li>• Ch. 7 + Assignments</li> </ul> Case Study 7.1: Safety training insights for women expats in India

Session 9	
Topics	Managing international assignments
Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> <li>• Ch. 8 + Assignments</li> </ul> Case Study 8.1: Working in a sheltered enclave in Shanghai, China Case Study 8.2: Re-Entry Shock: A Family

Session 10	
Topics	Global performance management
Activity	Lecture and Discussion Visit at Teatro della Pergola
Readings & Assignments	<ul style="list-style-type: none"> <li>• Ch. 9 + Assignments</li> </ul> Case Study 9.1: Overcoming gender stereotyping in performance management

Session 11	
Topics	Compensation for a global workforce
Activity	Lecture and Discussion Guest Lecture (HR Manager Electrolux-to be confirmed)
Readings & Assignments	<ul style="list-style-type: none"> <li>• Ch. 10 + Assignments</li> </ul> Case Study 10.3: What are the most rewarding countries for expatriates? Case Study 10.4: Regulating executive bonuses in the European Union

Session 12	
Topics	Global employee relations

Activity	Lecture and Discussion
Readings & Assignments	<ul style="list-style-type: none"> <li>Ch. 11 + Assignments</li> </ul> Case Study 11.2: Providing Expatriate EAP and other personal care services

Session 13
RP05 Group in-class presentation - Assessed - Final Presentations + Final Paper (part 1)

Session 14
RP05 Group in-class presentation - Assessed - Final Presentations + Final Paper (part 2)

Session 15
Final exam

### Section III: Academic Policies and Standards

#### Academic Policies

Students are expected to review and understand all CEA CAPA student policies, including our [Academic Policies](#) and [Engagement Policy](#). CEA CAPA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. Additional requirements that may be associated with a specific course or program are addressed in the term syllabus.

#### Student Learning & Development Objectives

CEA CAPA has identified [Student Learning and Development Objectives \(SLDOs\)](#) for all programs in all locations: content in context, navigating differences, power and equity, critical thinking and intellectual curiosity, career and professional development, and sustainability and migration.

These are meta-level learning objectives that transcend coursework and are infused across all elements of program delivery, beyond specifics of course offerings, addressing student learning holistically and framing it a larger learning context.