

EMG10M10 Business in Europe: International Human Resource Management

Part 1 Intercultural Management: Bridging the Cultural Gap

Lecturer

Instructor	Email
Kevin MacGabhann, Ph.D	kevin.macgabhann@em-strasbourg.eu

Course format

Working language :	English
Volume of contact hours :	10h
Workload to be expected by the student :	6-8h

Course track

Track : Attendance

Students are expected to attend all scheduled classes and complete readings and assignments by the assigned dates. Class participation and discussion are crucial to the effectiveness of class learning.

Course description

This 10 hour course is part 2 of International Human Resource Management and addresses the challenges that managers encounter when working in international business environments, focusing on key topics including working in international teams, international negotiations, international assignments, expatriation, repatriation, diversity management. The course will also address the importance on international student study abroad experience for the development of future managers and address employability issues relating to how students can best sell their international experiences.

Educational organisation

The course combines in-class lectures, discussion, video cases, group work, presentations, and emphasises a dynamic interactive approach encouraging student interaction

Learning outcomes

At the end of the course, the student should be able to ... :

- Develop an international perspective, an imperative in the 21st century business world the context of new emerging markets, global trends and constant change and flux students will zoom on the changing requirements and new competencies for employees in order to be efficient and effective in the workplace. Special focus on negotiations and working in teams and international assignments.
- Understand, accept, value and be aware of the cultural differences including values, beliefs, attitudes and norms that lead to different behaviors in the business world and the appreciation of the business case for the management of diversity.
- Understand the importance and significance that different communication styles have on professional relationships.
- Build quality relations at an international level, including managing conflict and giving feedback.
- Understand the importance of being able to participate and lead multicultural teams in an efficient and effective manner by maximizing success, limiting frustrations and creating competitive advantage
- Understanding the value of intercultural skills in the 21st C workplace
- Understanding which international management skills are most required for managers to be effective working in culturally diverse environments.
- Overview culture's impact on leadership and negotiations
- Understanding the importance of being able to sell student study abroad experience to employers

Students will be able to utilize knowledge and skills and a new awareness in order to work in the intercultural management environment in a more effective and efficient manner.

Course outline

Session 1

- Introduction, outline and requirements
- A global perspective
- Importance of negotiations
- Role of Culture on IB, workplace
- Impact of culture on Negotiations
- Self-assessment Intercultural Negotiating Capabilities
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- Video case 1 "Cultural Differences" Wider than the River
- Problems and solutions of intercultural management
- How this course will serve you going forward
- Presentation of Intercultural Skills for the workplace
- Culture AT WORK, www.britishcouncil.org
- The value of intercultural skills in the workplace

Session 2

- Challenges of culture in workplace

- Solutions
- Culture part 1: the programming of the mind
- International assignments
- Case 2: Video case, Doing Business in China
- Case 3: Expatriation in India
- Diversity management part 1

Session 3

- Culture part 2
- International assignments, expatriation & repatriation, best practices
- Case 4: MCT video & analysis (TP), Managing Intercultural Teams
- Diversity management part2

Recommended Reading

Major works:

British Council (2013) “The value of intercultural skills in the workplace”
www.britishcouncil.org

Lewicki, R.J., Saunders, D.M. and Barry, B. (2006). Negotiation. McGraw Hill Higher Education; International Edition. New York.
 (Chp 1 The Nature of Negotiation, Chp 9 Ethics in Negotiation)

Thomas C David, Inkson Kerr (2003) Cultural Intelligence, Berret-Koehler Publishers, Inc p100- p122
 Gundling, Ernest. (2003) “Working GlobeSmart” Davies-Black Publishing, Mountain View, California, p 177-p 216

Casse Pierre, Deol Surinder, (1985) Managing Intercultural Negotiations, SIETAR International, p1-p153
 Fisher, Glenn, (1980) International Negotiations, A Cross-Cultural Perspective, Intercultural Press Inc

Martin S Jeanette, Chaney H Lillian (2006) Global Business Etiquette, Praeger Publishers

Rodgers Drew, (2002) English for International Negotiations A Cross-Cultural Case study approach, Cambridge University Press,
 p1-p20

Storti, Craig, (1994) Cross-Cultural Dialogues 74 Brief Encounters with Cultural Difference
 Intercultural Press

Adler, Nancy J, (2008) International Dimensions of Organisational Behaviour, 5th edition, p224 -2610 Connor, Philip, Pilbeam

Adrian, Barrett-Scott Fiona, (1998) Negotiating, Longman business English skills, Longman group UK limited

Further literature:

Further suggested readings provided in class.

Biography

Dr Kevin Mac Gabhann is an Associate Professor in International Management and Director of International Relations at EM Strasbourg Business School which is the business school of the University of Strasbourg, located in Alsace, France.



His research and lecture interest focuses on International Human Resource Management, Intercultural Management, Intercultural Training, Diversity Management in Healthcare and International Negotiations. Kevin regularly guest lectures in the USA, Mexico, Austria, Ireland and Italy and has led EM Strasbourg's first study group to Stellenbosch University in South Africa.

He has worked for the Chamber of Commerce, Strasbourg, the Institut Supérieur Européen de Gestion (L'ISEG) Business School, Ecole Nationale d'Administration, and while living in Ireland worked as a Human Resource Executive for the Irish Business Employer's Confederation. He has collaborated in the field of intercultural management with multinationals such as Merck-Milipore, Steelcase and Pierre Lannier.

Kevin was born and raised in Dublin, Ireland. A genuine globe-trotter, he has lived, studied and worked in Ireland, the United States, Japan and France. He holds a PhD in Management from the University of Strasbourg, a Master's degree in International Business from the Michael Smurfit Graduate School of Business (University College Dublin) and completed his undergraduate studies in the USA.

Part 2: Theory to Action

Lecturer

Instructor	Email
José Luis Vallejo García, Ph.D	jose.vallejo@em-strasbourg.eu

Course format

Working language:	English
Volume of contact hours:	10h
Workload to be expected by the student:	8h

Course track

Students are expected to attend all scheduled classes and complete readings and assignments by the assigned dates. Class participation and discussion are crucial to the effectiveness of class learning. **Most students also find that class attendance is critical to their success.**

Course description

As part two of your course on international HR, we will continue to explore the question of cultural context in the international workplace by focusing on specific manifestations of cultural differences. Thus we will put theory into action by creating plans for dealing with specific country contexts through case studies and a group project as described as the end of this syllabus.

Educational organisation

This course will be taught using a combination of lecture and discussion supplemented with case studies. We will use a seminar format as much as possible. Thus, your participation is critical to the course. Students may be called upon at random to contribute ideas or summarize required readings. Students will receive a list of course readings the first day of class.

Learning outcomes

At course end, you should be able to:

- Know the critical features of culture and their influence on HR management
- Understand specific aspects of cultural behaviour within organizations
- Identify cultural differences and take advantage of diversity as a way to positively contribute to the organization's goal
- Develop a sense of cultural intelligence in order to become more assertive when dealing with other cultures
- Understand the main driving forces of human activity and behaviour
- Use tools to increase competence within multicultural environments
- Implement useful HR strategies to solve practical problems caused by cultural differences

Course Outline

- Globalization and HRM
 - Perspectives on Globalization
 - The Drivers of Globalization and the MNEs
 - The Impact of Culture on Organizations and HRM
- Staffing the international Organization
 - Factors Affecting Recruitment Efforts
 - Approaches to Multinational Staffing
 - Culture and Recruitment
- Global Talent Management
 - The Context of Global Talent Management
 - Key Terms for Understanding Human Behaviour
 - New Roles for the Corporate HR Function
 - Professional Education and Careers of Managers
- International Assignments & Expatriation
 - Selection Criteria for International Assignments
 - Willingness to Move Internationally
 - Adaptability to Cultural Change and Problems
- Training and Development
 - Composing and Developing an International Staff
 - Developing Global HR Managers / Leaders
 - Cross-Cultural Competencies
- Diversity and the Role of Global Teams
 - Types of Teams
 - Diversity Management
 - The Layers of Diversity

Group Assignment:

Scenario: You are a team of HR consultants specialized in global talent and international projects. You have been solicited to address a conference for international managers from different size companies from a broad spectrum of sectors and industries.



The topics will be distributed by teams (the material will also be provided by the instructor). You are required to develop a PowerPoint presentation based on that material. The presentation should be designed for a length of 20 minutes maximum. The number of the slides is up to each team as long as all relevant information is covered. The names of all team members must be included in the first slide. All presentations have to be sent per email to jose.vallejo@em-strasbourg.eu prior to the starting of the first presentation.

More details will be provided once the teams are configured. Make sure to include a cover slide with the names and nationalities of each team member. Your presentations must be structured in a professional business way, with uniformity of grammar and English language (.ppt or .pptx are the only formats accepted).

Pre-requisites for the course

Key concepts to master

General Management and behaviour in order to grasp the concept of Human Resource Management

Knowledge in:

Basics in International Management and Organizational Development

Teaching materials

All document formats....

Book chapters
Case studies
Journal articles

Electronic platforms

Course web site

Software

MS word and PowerPoint

ICT in Education

Audio documents
Videos
Internet

Recommended reading

REQUIRED READING:

- Briscoe, D. R., Schuler R. S., Claus, L. (2009). International Human Resource Management. Policies and Practices for Multinational Enterprises. 3rd Edition. New York & London: Routledge Global Human Resource Management Series.

RECOMMENDED BOOKS:

- Bamber, G. J., Lansbury, R. D., Wailes, N. and Wright, C. F. (Eds.). (2016). International and Comparative Employment Relations: National Regulation, Global Changes. 6th Edition. London: SAGE Publications.
- Edwards, T. and Rees, C. (2010). International Human Resource Management: Globalization, National Systems and Multinational Companies. 2nd Edition. Canada: Prentice Hall.
- Harzing, A. W. and Pinnington, A. (2014). International Human Resource Management. London: SAGE Publications Ltd.
- Hollinshead, G. (2009). International and Comparative Human Resource Management. UK Edition. London: McGraw Hill Europe.



Final assessment

Group presentation and written outline that analyzes the impact of a societal culture of choice on workplace behaviour.
Weighing: 100%

Grounds for expulsion from classes

Such behaviours as...

- Arriving late, leaving early or unannounced leaving of the classroom during class time
- Disruptive eating or drinking in class
- Using smart phones and laptops for non-class related purposes
- Reading non class-related documents
- Chatting on non-class related issues
- Showing disrespect towards lectures

...may lead to expulsion from classes

Biographical Note

Dr. José Luis Vallejo García graduated from Universidad Panamericana (Mexico) with a degree in Business Administration and Accounting. He holds an MBA in International Business Consulting from the Offenburg University in Germany (DAAD award 2002), a Ph.D. in Management Sciences from the University of Strasbourg in France, and a Master's in Psychology from the Technological University of Mexico.

Certified in organizational psychology and intercultural management, his experience as a consultant includes diverse sectors such as financial institutions; diplomatic representations; consulting firms and higher education institutions. He was director of industrial relations at Think Tank Corporate Consulting GmbH, based in Munich (1998-2001); then associate consultant at SQT-Siemens Qualifizierung und Training for intercultural seminars (2002); and is the founder of Centro de Comunicación y Estudios Interculturales de Occidente, S.C. (CCEi) based in Guadalajara, Mexico.

Since 2013 he is an associate professor at the Business School of the University of Strasbourg (France) where he teaches Intercultural Management and Leadership. He is also a regional coordinator for Latin America at the Strasbourg Business School. Since 2004, he has been guest lecturing at the University of Applied Sciences in Bremen (Germany), where he teaches courses on International Human Resources and Intercultural Management. He is also a visiting professor at the International Management Center in Krems, Austria, where he teaches intercultural competence twice a year. Author of the book: Intercultural Competence: A Conducive Factor of Managers' Readiness for Organizational Change. Verlag Dr. Kovac. Hamburg 2017; and co-author of the book: Shaping the Future with International Business Education, with the chapter: "The Challenge of Globalising Higher Education: A Latin American Perspective." Bremen, 2007. Meyer, H. & Michel, M. Eds.

Dr. Vallejo García speaks Spanish, English, German, Portuguese and French.