

Managing Global Human Capital
BUS 226f (2)
Spring 2013

Monday & Wednesday 12:30 pm – 1:50 pm
Place: TBD

Professor Detlev Suderow

Contact Information:

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Office Hours:

- Please see my office door at Sachar 16
- Or by e-mail appointment.
- Phone: 781-736-8368

OVERVIEW

“HR should be every company’s “killer app”. What could possibly be more important than who gets hired, developed, promoted, or moved out the door? Business is a game, and as with all games, the team that puts the best people on the field and gets them playing together wins. It’s that simple.”(Jack Welch, BusinessWeek July 17, 2006.)

BUS 226(f) Learning Goals:

This half-semester course is an introduction to the strategic role that international human resource management plays in creating competitive advantages for firms. Topics include (1) the human resource function in the American corporation, and (2) the knowledge and country-specific considerations required for human resource management practices to accommodate local business practices and local and regional labor law.

The goals are to achieve:

1. An understanding of the social and global context of human capital practices by employing fundamental frameworks and analytical concepts from general business knowledge.
2. A familiarization with the strategies of international Human Resources practices in the areas of: Employment, Compensation and Benefits, Employee and Management Development, and Human Resource Policies and Procedures.
3. Improvements in their professional presentation, writing and complex problem-solving skills through “real world” simulation and case analyses.

COURSE REQUIREMENTS

Required Reading

A custom collection of Harvard Business Review (HBR) articles and cases. Other HBR cases might be assigned in class.

Harvard Business School (HBS) and HBR cases are available on-line at this link:

<http://cb.hbsp.harvard.edu/>

Prerequisites: None.

Academic Honesty

You are expected to be honest in all of your academic work. Instances of alleged dishonesty will be forwarded to the Office of Campus Life for possible referral to the Student Judicial System. Potential sanctions include failure in the course and suspension from the University. For the University policy on academic honesty, please see section 5 of *the Rights and Responsibilities Handbook*.

Disabilities

If you are a student with a documented disability on record at Brandeis and wish to have a reasonable accommodation made for you in this class, please see me immediately. Please keep in mind that reasonable accommodations are not provided retroactively.

Attendance and Participation

Class attendance is required; failure to attend classes can result in a reduction in the final grade. There will be cases assigned for each class and every student is expected to come prepared to discuss it in detail. **Students are expected to place name cards at their seat at every session.** The expectations for class participation will be discussed in some detail at the first meeting of the course.

Grading

Students will be graded on their class participation and written assignments. All written assignments are to be done individually or in approved teams of 2-3 students. (No late submissions will be accepted.)

CLASS PARTICIPATION 30%

**Mid-Course Written
“Newshour” Case Analysis 20%**

**Country HRM Profile
and 10 minute Presentations 50%**

MGHC will be “graded” using the behavioral and production requirements of a for-profit private enterprise. The class will be conducted as a laboratory of a workplace such as you will likely encounter early in your career. You will learn what it takes to be successful in the workplace.

What does that mean?

This will be explained in greater detail in the first meeting of the course. In general, the following principles will apply:

- It is your job to figure out how to produce a product that clearly meets and exceeds the expectations of the assignments.
- It is your job to prove that you are adding value to the enterprise on a continuous basis.
- It is your job to make sure your boss knows that you are doing the job and making a contribution.

The **SHRM Topic** for discussion in each class session addresses a key question in Human Asset or Strategic Human Resource Management. The cases listed examine the “question or issue” posed in the meeting ***SHRM Topic*** section of the syllabus. For example, how is HR a business or asset management function? How do you select and pay the right people. What are the legal implications of labor management and what are the global implications of SHRM.

“Newshour”: Global SHRM is a dynamic and topical issue and the business press publishes at least two or three substantial articles per week. Students will be required to read any of the major business press – *Wall Street Journal*, *Financial Times*, *Economist*, *Business Week*, for example, on a regular basis and select an article for presentation and discussion during the weekly scheduled time. Student presentations and article selections will be random. Be prepared. In addition, I will select one topical current events case from the press for a mid-term take-home three (3) page discussions and analysis.

Each student will be required to submit a final **HRM Country Profile**. Imagine that you were asked by your divisional president to present a 5 – 6 page profile of the labor management practices in a selected country. This “white paper” will serve as an important decision point on whether or not your company will establish a major facility in this country, or acquire a local company in order to develop their global reach. The key question will be do we want to have a significant number of local employees in this country and what will be the “hassle factor” of selecting, retaining, and perhaps discharging them. Suggested length: 10 pages

Topics to be researched and discussed will include:

- An executive summary of the country’s political, economic, and social system.
- A profile of the educational system, standards of professional degrees and preparation, and size of the trained workforce as a percent of the general population. How large is the educated labor pool?
- Standards of employment law. Statutory or implied terms of employment contracts and the legal conditions for discharge. Explicit and implicit terms of employment and the role of labor unions.
- Labor conditions and working times, paid-time-off, equal opportunity laws, and part-time work practices.
- Compensation systems. What are the general prevailing labor costs and how are salaries and wages determined? In other words, the cost of human capital.
- The identification of other cultural constraints that would influence the free flow of labor “goods and services.”
- Based on the identification of a specific industry, a reasoned analysis for the kind of businesses you would consider purchasing or the strategic alliance you would recommend based on the local “human capital” conditions.

BUS 226f (1) COURSE OUTLINE

Section One: <i>HR is a Business Function: Strategic Human Resource Management (SHRM)</i>		
<u>SHRH</u> <u>Topic</u>	<u>Date</u>	<u>Cases</u>
Intro to MGHC: Human Capital as Assets to be Managed	Wed. 3/13	“Why Did We Ever go Into HR” (HBR article) and Newshour
<u>A Corporate Story:</u> The Global Role of People Talent	Mon. 3/18	Eric Lesser Research Director IBM Institute for Business Value
HR as a Competitive Business Advantage	Wed. 3/20	“ Southwest Airlines A” (HR 1-A; Stanford GSB)

<p>The Business Dynamics of SHRM</p>	<p>Wed. 4/3</p>	<p>“Delivering Strategic Human Resource Management”(HBS#9-405-049)</p> <p>and</p> <p>“Taking Stock of Hong Kong’s Human Resources” (#HKU263)</p> <p>and</p> <p>Newshour</p>
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<p align="center">Section Two: <i>The Fundamental Role of HR: Acquiring, Retaining and Developing People Assets</i></p>
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<p>HRM Policies and Procedures: How HR works</p>	<p>Mon. 4/8</p>	<p>The MGHC Personnel Manual</p> <p>and</p> <p>Newshour</p>
<p>HRM Policies and Procedures: How HR works</p>	<p>Wed. 4/10</p>	<p>FLIR Systems Code of Conduct</p>
<p>HR Capital Acquisition and Compensation</p>	<p>Mon. 4/15</p>	<p>“Mark Pitts “ (HBS #9-801-414)</p> <p>and</p> <p>“Cirque Du Soleil” (HBS#9-403-006)</p> <p>and</p> <p>Newshour</p>

Section Three:
“HR should be a “Killer App”

Asset Identification and Development	Wed. 4/17	“GE’s Talent Machine: The Making of a CEO” (HBS#9-304-049) And “In Search of Global Leaders” HBR 8/03
Asset Transfer and Asset Acquisition through M&A	Mon. 4/22	“Oil and Water” (HBS Case, PHR 5/04) and “How to Ruin a Merger: Five People Management Pitfalls to Avoid” (HBS 2001) and Newshour
The Global Picture	Wed. 4/24	“Four Seasons goes to Paris” (HBS 9 -803-069)

Section Four:
Managing Yourself

Career Development and Managing Self	Mon. 4/29	“Managing Oneself” and “Managing Your Boss” And Newshour
Global HR Profiles	Wed. 5/1	HRM Country Presentations
Global HR Profiles	Mon. 5/6	HRM Country Presentations and Closure