

Global Career Development and Management

1. Overview/Goal

By the end of unit 1, students should be able to understand Preparation, Adaptation and Repatriation, Expatriate Career Management and the role of Repatriation.

By the end of unit 2, students would know about Global Management Teams, Virtual Transnational Teams, Operational Challenges for Global Management Teams and Managing Virtual Transnational Teams.

By the end of unit 3, students will be knowledgeable about recruiting and developing female expatriates, challenges facing women expatriates and supporting women expatriates.

By the end of unit 4, students will know about working with the local labor relations system, organizing labor around the world, trends in a global relations system.

2. Competencies

Unit 1 – Students will understand Preparation, Adaptation and Repatriation and their role in preparing Expatriates for Global Assignment .

Unit 2 - Students will have gained understanding of the different types of global teams, how to manage them and some challenges faced by them.

Unit 3 – Students will know how woman expatriates make an impact in the business world and some challenges faced by them and how they are being supported.

Unit 4 - Students will understand local and global labor relations systems and their related trends

Unit 1: Preparation of Expatriates for Global Assignment

3.1. Pre-activity discussion / UNIT 1 – Preparation of Expatriates for Global Assignment

This activity will help to obtain global guidance on cultures customs and etiquettes, go to the link below. It will give you the details on etiquettes, customs and protocol of different countries in different continents.

ATTACHMENT 1:

Before getting to the details of preparations that expatriates must go through when moving to another country to work, a simple cross cultural quiz will help you figure out how cross culturally aware you are.

SOURCES:

Article: <http://www.kwintessential.co.uk/resources/country-profiles.html>

Image: http://www.expatriateadviser.com/images/iStock_000000394657XSmall.jpg

4.1. Learning activity

(Slide 7):

Preparation, Adaptation and Repatriation

Most of the MNCs have a training and a mentor program for the expatriates during their international assignment and upon their repatriation to monitor their career path.

Some of the MNCs have a special organizational unit for the career planning and continuing guidance for expatriate.

Head quarters should maintain contacts with the expatriates so that they may continue to feel a part of the home organization.

It will also help them to adapt to the local culture more rapidly.

- Effective HRM not only pay careful attention to the preparation and adaptation program for the expatriates, but also ends the international assignment with the successful repatriation of the manager into the headquarter.
- Head quarters must prepare to minimize the potential affects of reverse culture shock.
- Most of the MNCs don't pay attention to repatriation programs that result in the failure of an international assignment.

Repatriation

Repatriation is the process of return of international managers to their home country or head quarters, following an international assignment.

Reverse Culture shock

People who have lived abroad often find that the adjustment to retuning home is more difficult than their adjustment to the foreign culture.

(Slide 8):

Role of the Expatriate Spouse

Supporting expatriate throughout the international assignment

Creating an impact on the effectiveness of the assignment

Adjusting into the new cultural environment with the expatriates

(Slide 9):

Expatriate Career Management

The exit transition from the home country: Here the consideration is given to the pre departure training program for the expatriate and his/her spouse.

The entry transition to the host country: This phase focuses on entry and adjustment to the host country and then exit from it. Entry is an initial confrontation and the cultural shock that the expatriate goes through after entering. Adjustment is is when expatriate tries to adapt to the local culture and during this process the headquarter support and monitor expatriate. Adjustment is the key to the success of the project.

The entry transition back to the home country: It is the phase when the expatriate gets reverse cultural shock upon repatriation as he/she is used to living in the host country environment. It has two stages namely entry and adjustment. In this phase the level of reverse cultural shock and the ease of re-acculturation will depend on previous stages of preparation and support.

(Slide 10):

The Role of Repatriation

In an international assignment, both the manager and the company benefit from the enhanced skills and the experience gained by the expatriates.

Some of the acquired skills are as follows:

- Managerial skills
 - Tolerance for ambiguity
 - Multiple perspectives
 - Ability to work with and manage others
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5.1. Post-activity discussion / UNIT 1 – Preparation of Expats for Global Assignment

Assume you have been given an assignment outside your home country.

QUESTION:

What kind of preparation would you do before leaving the country?

What kind of support would you expect from your organization during your international assignment?

SOURCES:

Image: http://www.expatriateadviser.com/images/iStock_000000394657XSmall.jpg

Unit 2: Global Teams

3.2. Pre-activity discussion / UNIT 2 – Global Teams

Suppose that there are two teams in two different countries working on the same project. They need to discuss project plans and progress report twice every week.

QUESTIONS:

What according to you are a few ways that the teams can communicate effectively towards a common goal?

What could some of the challenges that the teams could face when working on the project?

SOURCES:

Image: <http://www.personalitycompass.com/images/globalteam.jpg>

4.2. Learning activity

(Slide 15):

Global environment: Global competition, emerging markets and technology development

Global strategy: Global resources for competitive advantage

Global Coordination: Local responsiveness, policies and reward system that supports group integration

Global Management team: virtual transnational team, joint venture teams

(Slide 16):

Virtual Transnational Teams

Members of the virtual teams communicate through computer. These teams are connected together across organizational and cultural boundaries, time and space. Virtual team enables the organization to be productive 24 hours by conducting meeting and exchanging information through internet. The structure of such teams is horizontal.

SOURCES:

Image: http://www.bioteams.com/images/virtual_teams_d_1.jpg

(Slide 17):

Operational Challenges for Global Management Teams

Geographic Dispersal: This problem occurs due to the difference in time zones of different countries. Moreover scheduling of meeting and exchanging information is hard due to the difference in holidays and vacations.

Cultural Differences: Due to the difference in culture, there are variations in attitudes and expectations toward planning, working styles and goal settings.

Language Communication: It deals with the difficulty associated with variation in accent, terminology and jargon.

Technology: Variation in skill levels and attitudes toward interaction through virtual media. For example: variation in equipments used for virtual meetings.

(Slide 18):

There are different ways of managing virtual team:

- Trust building
- Rotation of meeting location
- Diffusion and rotation of Team leadership
- Linkage of rewards to team performance
- Social Network Building
- Creation of Synergy
- Development of a common Language
- Development of a common purpose

5.2. Post-activity discussion / UNIT 2 – Global Teams

Second Life is a 3D virtual world where users can socialize, connect and create new skills using voice chats and text chats. For example, many large corporations like Microsoft use second life for virtual meetings. The world of second life is made up of a vast digital continent involving teeming with people, entertainment, experiences and opportunity.

Organizations can create its own space for communication, collaboration and community engagement:

- Hold in-person meetings without leaving the office, using real-time 3D collaboration
- Construct product simulations enabling customers from all over the world to test out new designs and concepts
- Conduct employee training online
- Meet with global partners at your virtual headquarters
- Receive product feedback from clients without incurring costs to hold meetings in person
- As a non-profit, engage and raise funds from all over the world
- Build community around your brand
- The Second Life Grid inspires projects as limitless as your organization's potential

QUESTION:

How can Organizations use the Second Life platform?

Why should businesses, schools or non profit organizations create their own virtual world presence?

SOURCES:

Image: http://prblog.typepad.com/strategic_public_relation/images/secondlife_1.jpg

Article: <http://secondlife.com>

Unit 3: Women Expatriates

3.3. Pre-activity discussion / UNIT 3 – Women Expatriates

ATTACHMENT

Marlo is currently working as the vice president of an insurance firm in Bermuda. She moved here from Boston 5 months ago and is loving it On the basis of your case reading, answer the following questions.

QUESTIONS:

What were her first reactions/emotions during this international assignment?

What were her family's reactions to the international assignment?

How did she come to know about the international assignment and did she finally get it?

SOURCES:

Article:

http://www.expatswomen.com/professionals/meet_4_expats_professional_women.php

Image: <http://www.hindu.com/edu/2005/06/20/images/2005062000150301.jpg>

4.3. Learning Activity

(Slide 23):

Previous research has estimated that only three percent of expatriate managers are women. The key lies in the fact that there is a significant difference in the views the women and their supervisors hold on the women's interest in pursuing international assignments. The company should avoid assuming that a women will not want to go overseas, or will fail because of the way she will be received. The company should give female managers every chance to succeed by giving them status and recognition appropriate to the position as well as sufficient time to be effective.

(Slide 24):

The Challenges for Women Expatriates

Different treatment:

- Sometimes women expatriates are unable to work effectively because of gender discrimination in the host country. They tend to be treated differently than males.
- For example, if you send a women expatriate to Middle East, the people in the host country would not be very willing to accept women as a boss or co-worker.

Different family roles:

- There are hidden ways in which a women's role within her family can challenge international assignment. Whether living at home or a new country, women tend to take greater responsibility for the care of their elderly parents and children, regardless of the fact whether they work outside the home or not.
- For example, Partner satisfaction and overall family concerns have consistently been documented as one of the key triggers of international assignment failure.

Different Personal Skills:

- It is of course a matter of unending debate whether women and men are truly different from each other, deeply, inevitably or biologically. But whether gender differences are a function of nature or nurture, they surely exist, though this difference can be used to good advantage by corporations.

SOURCES:

Image:<http://www.npower.org/services/services++main+women+in+front+of+computer.jpg>

<http://pro.corbis.com/images/BXP52372.jpg?size=572&uid=%7B29768C2C-00C5-40CB-B006-B2F9A17D2680%7D>

(Slide 25):

The main areas of support that are needed include:

- Paving the way, by introducing the women to the host country, highlighting their expertise and skills.
- Preparing both the women and the host nationals, through gender and culture sensitive training and mentorship program.

- Providing the entire family the variety of support needed.
 - Encouraging women to use their net working and social skills, to build connections and cultural bridges.
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5.3. Post-activity discussion / UNIT 3 – Women Expatriates

ATTACHMENT

Marlo is currently working as the vice president of an insurance firm in Bermuda. She moved here from Boston 5 months ago and is loving it. On the basis of your case reading, answer the following questions.

QUESTIONS:

What challenges has Marla encountered while on this international assignment and which of these do you believe are based on her being a woman expatriate?

What has Marla and her company done to overcome these challenges?

What suggestions do you have for Marla for her next international assignment?

SOURCES:

Article:

http://www.expatswomen.com/professionals/meet_4_expats_professional_women.php

Image: <http://samueljscott.files.wordpress.com/2007/04/women-working.jpg>

Unit 4: Global Labor Relations

3.4. Pre-activity discussion / UNIT 4 – Global Labor Relations

Pros and Cons of Global Labor Relations

Pros

Workers will find many benefits if they become members of a union. They will have more leverage when bargaining as a group, rather than as an individual, to get higher wages, increased benefits and improved working conditions. Studies show that union members in many fields earn more money than non-unionized employees. But be careful. National unions are always looking to expand their reach to different workplaces. Their priorities may not be the same as yours.

Cons

The debate over whether or not to form a union is propelled in part by the decreasing number of U.S. employees who are union members. This trend started in the second half of the 20th century and appears to be continuing into the 2000s. According to the U.S. Department of Labor's Bureau of Labor Statistics, the union membership rate of wage and salary workers was estimated in one study to be 20.1% in 1983. That number decreased to 12.1% in 2007. The AFL-CIO estimates that about 15.4 million workers are union members as of 2008. Compare that to the mid 1950s, when trade union membership hit a historical peak with about 35% of the labor force being union

members. There are many reasons for the decline, such as technology replacing workers, low-paying jobs shipped overseas, and the changing view of management toward employees. In addition, workers today want to be able to take part in decisions over how their work is structured, how it contributes to the success of the company, and want to protect and advance their economic self-interest, explains MIT scholar Thomas A. Kochan

ATTACHMENT

QUESTIONS:

Should workers form a union at work? If yes, why? If no, why not?

SOURCES:

Article: <http://labor.about.com/od/unions/a/formunions.htm>

Image: <http://static.howstuffworks.com/gif/labor-union-7.jpg>

4.4. Learning Activity

(Slide 30):

Working Within the Labor Relations System

- Labor relations are defined as the workplace relationship between managers and workers
- This relationship may be established through verbal agreement and Job description or through a union written labor contract
- These contracts have been made through collective bargaining between workers and managers.
- The participation of labor in the affairs of the corporation, affects the performance of the firm.
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- These contracts have been made through collective bargaining between workers and managers.
- The participation of labor in the affairs of the corporation, affects the performance of the firm.
- For that purpose human resource make policies in terms of managing and compensating labors.

(Slide 31):

Organizing Labor around the World

The wage level is set by union contracts, so there is little flexibility for the foreign firm to be globally competitive. There are limitations on the global integration of operation because different countries have different system such as different terms and conditions of employment, structures and processes of decision making. Due to the different

government regulations of unions, economic and unemployment factors, technological issues and the influence of the religious organizations foreign firms are unable to integrate their operations globally.

(Slide 32):

Convergence: It is the migration of management towards the reduction of work place disparity from one country to other.

Divergence: It is the opposite of convergence, where management follows the traditional local labor system.

5.4. Post-activity discussion / UNIT 4 – Global Relations

Search labor situations around the world.

ATTACHMENT

View data on over 200 territories and countries from an international labor office database. Based on the data viewed, choose 2 countries out of 200 and write a paragraph on the labor issues in those countries which include such topics as employment, unemployment, hours of work, wages, labor cost, injuries, strikes and lock outs.

SOURCES:

Article:http://labor.about.com/od/globalaborrelations/Labor_Relations_Is_a_Worldwide_Issue.htm

6. Assignment specifications

What steps should MNCs take in order to make an international assignment successful?

7. Assessment

Q1. MNCs should have ----- programs for expatriates.

- A. Training and Mentoring program
- B. Special organization unit
- C. Repatriation program
- D. All of the above
- E. None of the above

Q2. The roles of the expatriate spouse are

- A. Supporting expatriate through international assignment
- B. Helping expatriate move
- C. Living with repatriates
- D. Both B & C

Q3. Virtual teams are

- A. Connected together across organizational and cultural boundaries
- B. Productive 24 hours
- C. Horizontal
- D. All of the above
- E. None of the above

Q4. The different challenges for women are their different roles and different treatments.

- A. True
- B. False

Q5. Labor relations are defined as the workplace relationship between

- A. Coworkers
- B. Between employees
- C. Between managers and workers
- D. None of the above

8. References

Books:

Deresky, H. (2005). *International Management: Management Across Borders and Cultures*.
Pearson/Prentice Hall

Websites:

<http://www.kwintessential.co.uk/resources/country-profiles.html>

<http://secondlife.com>

http://www.expatriateadviser.com/professionals/meet_4_expatriate_professional_women.php

<http://labor.about.com/od/unions/a/formunions.htm>

http://labor.about.com/od/globallaborrelations/Labor_Relations_Is_a_Worldwide_Issue.htm

Image source:

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<http://www.personalitycompass.com/images/globalteam.jpg>

http://www.bioteams.com/images/virtual_teams_d_1.jpg

http://prblog.typepad.com/strategic_public_relation/images/secondlife_1.jpg

<http://www.hindu.com/edu/2005/06/20/images/2005062000150301.jpg>

<http://www.npower.org/services/services++main+women+in+front+of+computer.jpg>

<http://pro.corbis.com/images/BXP52372.jpg?size=572&uid=%7B29768C2C-00C5-40CB-B006-B2F9A17D2680%7D>

<http://samueljscott.files.wordpress.com/2007/04/women-working.jpg>

<http://static.howstuffworks.com/gif/labor-union-7.jpg>

Movie clips:

(None)

Appendix 1

SOURCE:

<http://www.kwintessential.co.uk/resources/country-profiles.html>

Before getting to the details of preparations that expatriates must go through when moving to another country to work, a simple cross cultural quiz will help you figure out how cross culturally aware you are.

1. In Belarus, when someone pokes their thumb between their forefinger and middle finger it means...

- You have been beaten (i.e. in negotiations)
- You will get nothing
- Go away

2. In Bolivia you are waiting for a bus and when it arrives the driver gives you the "so-so" gesture (twisting the flat, open hand). This means...

- There may be room if you give me a tip
- Get on
- The bus is full

3. How should one point in China?

- With a closed fist
- With an open hand
- With the thumb

4. When an Arab brings the tips of all fingers and thumb together and bobs the hand up and down, this means...

- Calm down
- I am waiting
- Hurry up

5. If you make the "V" for victory sign in the UK, you must do so with the palm...

- Facing outwards
- Facing inwards

6. A toss of the head in Finland means...

- No
- Come here

7. In Honduras, a finger placed below the eye means...

I am watching you

I disagree

Show caution

8.The "OK" gesture (thumb and forefinger curled in an O) means what in Japan?

Slow down

Money

9.To indicate someone is miserly, the Dutch would..

Slap their elbow

Glide the forefinger down the nose

Make a fist

10. When a Pole flicks their finger against the neck it means..

You're dead

Join me for a drink

Don't test my patience

Before getting to the details of preparations that expatriates must go through when moving to another country to work, a simple cross cultural quiz will help you figure out how cross culturally aware you are.

Appendix 2

SOURCE:

Marlo is currently working as the vice president of an insurance firm in Bermuda. She moved here from Boston 5 months ago and loves it. Bermuda is a melting pot of a variety of cultures, but there are subtle differences in how everyone interacts both personally and at business. Some of these cultures do view women in business very differently. Their thinking is like "can she do it as good as a man could."

It's her first international assignment, so she is new to this process and learning a lot very quickly. Her initial reactions while moving to Bermuda were based on the fear of the unknown. She asked question after question, but nothing really prepared her until she was there and in the process. She was extremely excited but also nervous about moving to a new country.

Over the years, she had thought about working abroad, but the opportunity never presented itself. In this case, her company approached her about the job assignment. They were looking for a unique skill set and over the years, she was able to demonstrate most of the key elements needed for this job. Looking back, if they hadn't initiated it, knowing what she knows now, she would probably pursue overseas assignment on her own.

During this process, she had so many questions in her mind like what should she expect? How could she pay for this? What was she giving up? Once she accepted that not everything was in her control and not everything would move as smooth or easy as it did in her home country, she was able to relax and enjoy the ride. Everything fell into place, just not always the way or in the time frame she was accustomed to. She had to learn to adjust. The only problem she had was to relocate since she didn't take any initiative in finding the place to live beforehand. She had relocation agents but they charged her a lot after getting to know that she is really in need of a place.

Her family thought that her husband and she were crazy. She hadn't had too many family members live outside of the states, and since they had never been to Bermuda, the thought of living on a small island in the middle of nowhere concerned them; they had a lot of misconceptions about Bermuda. Mostly, they were concerned we would lose touch. Marlo assured her family members that this wasn't the case. To ease their worries, she brought her mother over for two weeks once she got settled. Her mother loved it and she now thinks that Marlo made the best decision. Having an ally to help alleviate other family members concerns has been a big help. her company had been very supportive in the change. They have provided extra training when needed – particularly on understanding different cultural differences. Reading books on the issue and talking with other expatriates regarding her concerns has been extremely helpful. She has found out later that she needs a support system to work through these differences, but because there are so many people in the same situation as her, everyone is extremely open to helping.