

**Worksheet (WS)** Identify in an international research centre



Read the Case Studies and carry out the tasks

The Case study – A

ISR, a research centre for the social sciences, located in Berlin, has initiated a process of expansion. The institution recently joined an EU research network in order to focus on international projects and so be able to

- a. connect their own experience and research with the wider international scientific community and
- b. find more powerful sponsors for their research activities.

ISR has 20 employees involved in general management activities, around 10 main researchers and approximately 100 temporary researchers hired for fixed periods according to the estimated project completion period. Most of them are either German or have been educated predominantly in Germany. Research and financial partnerships are also largely national (in some cases EU-oriented but nationally managed). For a successful internationalisation process some steps will be challenging but necessary, e.g. changing the official language from German to English, hiring researchers with an international profile and preparing the staff for the process.

Task

Imagine that you are an HR-consultant in charge of helping the institution with its international expansion programme.

- What measures would you suggest they implement?
- In which form`?
- Which kind of issues can one expect?

## Case study – B

After having hired some new researchers with an international profile, you confront problems such as the following.



Marie Katzmeier. Academic coordinator. In the last four years she made a career as an international academic manager. She was hired for the coordination of European projects. She is married and has three children. She actively supports life balance measures at ISR but she is very much against the introduction of a “fair share” goal for women employees.

Andreas Schröder. German researcher. More than five years at ISR. Studied at Freie Universität Berlin. Holds a PhD from École normale supérieure Paris and worked on a post-doc project for two years in Quebec. He claims that he is ignored by the IRS-Management as far as internationalisation is concerned.



Justin Ja. US-American researcher. Holds a master from Stanford University and a PhD from Trinity College. He has been working as a PostDoc at Fraunhofer Institut for the past five years. He has complained because his picture appears on every page of the Institute Website on the topic of international exchange.

## Task

- Explain these problems from a multi-collective perspective and use a culture-reflexive approach when analysing the issues at stake.
- Make well founded suggestions how one might infer or deduce diversity management strategies that might help to resolve the above mentioned issues sustainably.

## Credits

Identity in an international research centre, a case study developed and written by Javier Montiel, Karlsruhochschule Karlsruhe Germany (used by permission)

All images in this document are licensed under [CC0 public domain license](#) and are taken from [pixabay.com](#)