

Course Outline

| | |
|------------------------|-----------------------------------------------------------|
| Course Code | RSM462 H1 F |
| Course Name | Managing People in the Context of Globalization |
| Term, Year | Fall, 2022 (Wednesdays 3:00-5:00 pm EST), Room NF004 |
| Course Schedule | L0101 Wed 3-5 – NF 004 |
| Web page URL | https://q.utoronto.ca |

Instructor Details

| Name | Email | Phone | Office Hours | Office Link |
|--------------------|-----------------------------------|--------------|----------------|-------------|
| Dr. Indira Somwaru | indira.somwaru@rotman.utoronto.ca | 416-821-3361 | By Appointment | Zoom |

Course Scope, Mission and Learning Outcomes

Large markets for products and services are not the only things enticing companies to seek globalization. Foreign labor markets also attract interest. At the same time, companies that establish subsidiaries abroad or work in alliances with foreign partners face some liabilities of foreignness when utilizing labour force across geographic boundaries. Companies that succeed in the global arena are those whose human capital from home can understand and adapt to the demands of foreign partners and markets. With global supply chains becoming more ubiquitous across various industries, organizational structures that reflect and support globalization are becoming a necessity. Effective managers need to develop skills to aid their organization's transition into the arena of more intense worldwide competition as well as domestic competition.

This course introduces you to the impact of global conditions on the management of human resources at home and abroad. It considers globalization and multinational human resource management *issues* in the context of overseas subsidiaries, domestic locations and their use of immigrants, international joint ventures, international mergers and acquisitions and the multinational enterprise itself. As we explore these *issues*, country differences due to factors as cultural variation, socio-political differences, legal regulations, economic and educational levels, and business customs are addressed. This course helps students to develop a better understanding of how effective people management can create a competitive advantage in the international context.

- 1) Analyze the impact and consequences of globalization on mobilizing talent.
- 2) Develop an understanding as to how human resource practices can facilitate business success in a global context.
- 3) Strengthen your research, analysis, and communication skills.

Course Prerequisites

Prerequisite: RSM260H1

Exclusion: RSM410H1 Managing Human Resources in Context of Globalization

Enrolment is restricted to 3rd and 4th year Rotman Commerce students. Not eligible for CR/NCR option.

Course Materials

Required Readings

Human Resources Management, 2nd edition, 2017, Jawad Syed & Robin Kramar, ISBN:9781137521620

Options for Ordering Textbook:

Digital Book:

1. For students interested in purchasing the digital book in perpetuity go to: <https://www.macmillanihe.com/page/detail/human-resource-management-jawad-syed/?sf1=barcode&st1=9781137521620>
2. For students interested in renting the digital book for 180 days only, go to the VitalSource website to rent the digital book: <https://www.vitalsource.com/en-ca/products/human-resource-management-jawad-syed-v9781137521637?term=9781137521637>
The current price is \$48.97 in Canadian dollars plus applicable taxes but is only a rental for 180 days.

Print Book

You can purchase from the U of T Bookstore. The ISBN to order is 9781137521620.

Evaluation and Grades

Grades are a measure of the knowledge and skills developed by a student within individual courses. Each student will receive a grade on the basis of how well they have command of the course materials, skills and learning objectives of the course.

| Work | Percentage of grade | Due Date |
|--------------------------------|----------------------------|--------------------------------------|
| Class Participation/Attendance | 10% | Ongoing |
| Group Case 1 | 10% | October 12 |
| Mid-Term Test | 25% | October 19 (first 30 mins. of class) |
| Group Presentation | 10% | Weekly As Assigned |
| Group Case 2 | 10% | November 23 |
| Final Term Test | 35% | TBD |

Course Format and Expectations

Class Participation/Attendance (10%) – Ongoing

Class participation will be graded in two parts:

A. Discussion Board on Quercus

Due: Ongoing, need to submit by 11:59 pm EST on the Tuesday before class on Quercus

During the weeks specified on the course schedule students must post comments related to the discussion question of the week. Students should ensure that posts are meaningful, well-written, a minimum of 150 words and contribute to the learning of student and peers. In addition to an original post, students must make at least one informed and insightful post to another student's original post. Late submissions are not accepted.

B. Class Participation

Due: Ongoing, during class

All students are encouraged to participate in class by sharing their thoughts about the lectures, chapters, and case readings. Students should ensure that their contributions are well-thought out, articulated, and respectful.

Group Presentation (10%) – Weekly as assigned

Due: Weekly as assigned, need to submit by 11:59 pm EST on the Tuesday before class on Quercus

The course will provide an extensive overview of International HRM. However, when businesses internationalize, the HR professionals should familiarize themselves with the specific context of the targeted market. This project aims to familiarize students with various national contexts from different regions, thus further broadening the course content. Moreover, the project aims to strengthen your teamwork, presentation, analytical and written communication skills.

The teams are assigned randomly by the TA in the beginning of the semester. The teams will prepare a report and a presentation on one distinctive country. Each team will consist of 5 team members.

The following is the list of countries:

- Western Europe: Germany, Italy, Netherlands, United Kingdom
- Scandinavia: Denmark, Finland, Sweden
- Central & Eastern Europe: Bulgaria, Poland, Russia
- Mediterranean, Middle East, and Africa: Ghana, Uganda, United Arab Emirates
- Asia and the Pacific Rim: China, India, Indonesia, Singapore
- America: Canada, Chile, Mexico

The project consists of a paper and presentation. The paper should not exceed 2000 words and the presentation's time is 15 minutes (+2 minutes for discussion).

Both should cover the following:

1. Overview of the country (250 words, 2 minutes).
2. Overview of the country's national culture (250 words, 2 minutes).
3. Overview of the business climate (including what makes this country favorable to do business at? What makes this country unfavorable to do business at? What interesting things we should know about when conducting business in this country?) (500 words, 5 minutes).
4. HR-specific challenges that a multinational might face when conducting business in this country? (500 words, 5 minutes).

You need to email a copy of your report and presentation to the professor on the **Tuesday (before class) by 11:59 pm EST**. Late submissions are not accepted. Each group will submit one report.

Important Notice: Group Projects are subject to peer assessment, and if a student does not reduced or no points for the project grade. contribute equally to a project compared to other group members, then the student may receive

Group Case 1 and Group Case 2 (10% each)- Specific dates: see below

Group Case 1 Due: October 12 at 11:59 pm EST on Quercus – Chapter 6: Play Smart Toys (all questions), page 124

Group Case 2 Due: Nov 23 at 11:59 pm EST on Quercus – Chapter 12: Localization in the Gulf States (all questions) page 280

Each team will submit two group cases during the course. The assignment requires you to answer the questions at the end of the case.

- The completed case analyses should not exceed 4 pages, typed, double-spaced, 12-point font, 1" margins. You must submit a PDF file. Word files are not accepted.
- You must submit a cover page with the following: Your team number and country assigned, each team member's first and last name as well as each team member's UofT ID number.
- Only one member of the team needs to submit the case for the whole team, however if the names are not on the document, those individuals will not receive credit.

You will be graded on the following:

- Answering each question thoroughly and succinctly
- Pulling relevant information from the chapter assigned as well as from the previous lectures
- Easy to read answers and to the point
 - Clear understanding of the case, the industry, the country, and the needs presented in the case
 - Solutions are implementable given the situation in the case

Midterm test (25%) – October 19

Due: First 30 minutes of class on October 19

The test will cover all material covered in lectures or readings from session 1-5 inclusive. The format is multiple-choice and will be a timed 30 minute online test (in the beginning of class 6) that will be online in Quercus. If the test is missed the weight of the missed test will be transferred to the final test.

Final Test (35%) – TBD

The test will cover all material covered in lectures or readings from session 1-12 inclusive. Format TBD

Research Study Participation (3% Exam Bonus)

This course is listed on the Rotman School of Management Course Credit Research Participation System. Each student can earn up to 1.5% course grades by participating research through the system (.5% per credit). The participation is voluntary. **The course grades earned via SONA will be considered as a “top-up” to your final examination.** Students will receive up to 3 extra points out of 100 on the final exam

Writing Assignments or Presentations

Assignments: Group Case 1, 2, and Group Presentation are intended to help you develop your communication skills. How well you communicate your ideas, in writing or orally, will be considered in the evaluation of the assignment. In your written assignments, you should aim for clarity, strong organization, concision, professionalism, and correct grammar. Your presentations should reflect strong planning and organization, clarity of speech, and an engaging demeanour. Sources, whether in written or presentation assignments, should always be correctly attributed.

Support is available through the RC Centre for Professional Skills (CPS) for students who would like help or feedback on their writing or speaking (presentations). CPS offers both individual and group appointments with trained writing instructors and presentation coaches who are familiar with the RC program and common types of business assignments. You can also access your college Writing Centres for help with written assignments.

You can [book an appointment with a writing or presentation coach](#) through the RC Centre for Professional Skills Writing Centre. For more information about writing centres, student supports, and study resources, see the [Writing and Presentation Coaching academic support page](#).

Team or Group Assignments

Group Case 1, 2, and Group Presentation requires students to work in teams of 5 (or more). Learning to work together in teams is a crucial transferrable skill you will use not only in your coursework, but also in your future careers. Support is available if you encounter common teamwork challenges such as:

- Team members feeling left out of the team.
- Team members not responding in a timely manner to communication.
- Division or quality of work among team members being unequal or unfair.

Consult the [Centre for Professional Skills Teamwork Resources page](#) for tips, strategies, and best practices. You can also [book an appointment with a teamwork mentor](#) through the RC Centre for Professional Skills Writing Centre. Teamwork mentors can help you resolve or mitigate conflict, strategize on planning, or improve team communication.

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, consult with your Accessibility Advisor about the teamwork in this course.

Class Participation

Students are expected to prepare thoroughly and make every effort to attend every class. As class participation is a graded component of the course, students will be evaluated on the following:

- Thoughtful responses
- Understanding and analysis of topic

- Idea generation
- Promoting further discussion

Missed Tests and Assignments (including mid-term and final-term assessments)

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may request special consideration.

In such cases, students must:

1. Notify the instructor AND the Rotman Commerce Program Office **on the date** of the missed course deliverable, e.g. missed test, final assessments, assignment or class (in the case of participation marks).
2. Complete a [Request for Special Consideration Form](#) and submit it along with your Absence Declaration on [ACORN](#) (please read the instructions on how to use the Absence Declaration in ACORN) within **2 business days** of the originally scheduled course deliverable.

Students who do not provide this information will be given a grade of 0 (zero) for the missed course deliverable.

Late Assignments

Late submissions are not accepted for the assignments in this course. Students who, for reasons beyond their control, are unable to submit an assignment by its deadline must obtain approval from the instructor for an extension. Supporting documentation will be required as per the policy on missed tests and assignments.

Statement on Equity, Diversity and Inclusion

The University of Toronto is committed to equity, human rights and respect for diversity. All members of the learning environment in this course should strive to create an atmosphere of mutual respect where all members of our community can express themselves, engage with each other, and respect one another's differences. U of T does not condone discrimination or harassment against any persons or communities.

Commitment to Accessibility

The University is committed to inclusivity and accessibility, and strives to provide support for, and facilitate the accommodation of, individuals with disabilities so that all may share the same level of access to opportunities and activities offered at the University.

If you require accommodations for a temporary or ongoing disability or health concern, or have any accessibility concerns about the course, the classroom or course materials, please [email Accessibility Services](#) or [visit the Accessibility Services website for more information](#) as soon as possible. Obtaining your accommodation letter may take up to several weeks, so get in touch with them as soon as possible. If you have general questions or concerns about the accessibility of this course, you are encouraged to reach out to your instructor, course coordinator, or Accessibility Services.

Academic Integrity

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarship at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the U of T degree that you earn will continue to be valued and respected as a true signifier of a student's individual work and academic achievement. As a result, the University treats cases of academic misconduct very seriously.

[The University of Toronto's Code of Behaviour on Academic Matters](#) outlines the behaviours that constitute academic misconduct, the process for addressing academic offences and the penalties that may be imposed. You are expected to be familiar with the contents of this document. Potential offences include, but are not limited to:

In papers and assignments

- Using someone else's ideas or words without appropriate acknowledgement.
- Submitting your own work in more than one course without the permission of the instructor.
- Making up sources or facts.
- Obtaining or providing unauthorized assistance on any assignment (this includes collaborating with others on assignments that are supposed to be completed individually).

On test and exams

- Using or possessing any unauthorized aid, including a cell phone.
- Looking at someone else's answers.
- Misrepresenting your identity.
- Submitting an altered test for re-grading.

Misrepresentation

- Falsifying institutional documents or grades.
- Falsifying or altering any documentation required by the University, including (but not limited to) medical notes.

All suspected cases of academic dishonesty will be investigated by the procedures outlined in the *Code of Behaviour on Academic Matters*. If you have any question about what is or is not permitted in the course, please do not hesitate to contact the course instructor. If you have any questions about appropriate research and citation methods, you are expected to seek out additional information from the instructor or other U of T or RC resources such as the RC Centre for Professional Skills, the College Writing Centres or the Academic Success Centre.

Email

At times, the course instructor may decide to communicate important course information by email. As such, all U of T students are required to have a valid UTmail+ email address. You are responsible for ensuring that your UTmail+ email address is set up and properly entered on ACORN. For more information visit the [Information Commons Help Desk](#).

Forwarding your utoronto.ca email to a Gmail or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Gmail accounts are filtered as junk mail, which means that important messages from your course instructor may end up in your spam or junk mail folder.

Recording Lectures

Lectures and course materials prepared by the instructor are considered by the University to be an instructor's intellectual property covered by the Canadian Copyright Act. Students wishing to record a lecture or other course material in any way are required to ask the instructor's explicit permission, and may not do so unless permission is granted. Students who have been previously granted permission to record lectures as an accommodation for a disability are

excepted. This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission for recording is granted by the instructor (or via Accessibility Services), it is intended for the individual student's own study purposes and does not include permission to "publish" them in any way. It is forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

Weekly Schedule

| Session | Date | Topic | Readings |
|---------|--------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| 1 | September 14 | Contextual Influences on HRM | Chapter 1 |
| 2 | September 21 | HRM and Organizational Strategy | Chapter 2 |
| 3 | September 28 | HRM in Multinational Companies | Chapter 3: Discussion Board Assignment |
| 4 | October 5 | Diversity Management in a Global Context | Chapter 4: Discussion Board Assignment |
| 5 | October 12 | GROUP CASE 1 Human Resources Planning | Chapter: 6 Case: Play Smart Toys (all questions), pg. 124 Discussion Board Assignment |
| 6 | October 19 | MIDTERM QUIZ Recruitment & Selection | Chapter: 8 Discussion Board Assignment |
| 7 | October 26 | Performance Management | Chapter: 9 Discussion Board Assignment |
| 8 | November 2 | Reward Management | Chapter: 10 Discussion Board Assignment |
| | November 9 | Fall Reading Week | |
| 9 | November 16 | Training, Development & Learning | Chapter: 11 Discussion Board Assignment |
| 10 | November 23 | GROUP CASE 2 Talent Management | Chapter: 12 Case: Localization in the Gulf States (all questions) pg.280 Discussion Board Assignment |
| 11 | November 30 | International Assignments | Chapter: 13 Discussion Board Assignment |
| 12 | December 7 | Work Life Balance | Chapter: 15 |

Please note that the last day you can drop this course without academic penalty is November 16, 2022.



Other Useful Links

- [Become a volunteer note taker](#)
- [Accessibility Services Note Taking Support](#)
- [Credit / No-Credit in RSM courses](#)
- [Rotman Commerce Academic Support](#)

URL links for print

- Book an appointment with a writing or presentation coach: <http://uoft.me/writingcentres>
- Writing and Presentation Coaching academic support page: <https://rotmancommerce.utoronto.ca/current-students/academic-support/writing-and-presentation-coaching/>
- Centre for Professional Skills Teamwork Resources page: <https://rotmancommerce.utoronto.ca/teamwork-resources>
- Book an appointment with a Teamwork Mentor: <http://uoft.me/writingcentres>
- Request for Special Consideration Form: <https://rotmancommerce.utoronto.ca/current-students/forms-requests-and-appeals/forms/>
- ACORN: <http://www.acorn.utoronto.ca/>
- Email Accessibility Services: accessibility.services@utoronto.ca
- Accessibility Services website: <http://studentlife.utoronto.ca/as>
- University's Plagiarism Detection Tool FAQ: <https://uoft.me/pdt-faq>
- The University of Toronto's Code of Behaviour on Academic Matters: <http://www.governingcouncil.utoronto.ca/policies/behaveac.htm>
- Information Commons Help Desk: <http://help.ic.utoronto.ca/category/3/utmail.html>
- Become a volunteer note taker: <https://studentlife.utoronto.ca/program/volunteer-note-taking/>
- Accessibility Services Note Taking Support: <https://studentlife.utoronto.ca/service/note-taking-support/>
- Credit / No-Credit in RSM courses: <https://rotmancommerce.utoronto.ca/current-students/degree-requirements/credit-no-credit-option/>
- Rotman Commerce Academic Support: <https://rotmancommerce.utoronto.ca/current-students/academic-support/>