Course Outline

Course Code	RSM462 H1 F (L0101)
Course Name	Managing People in the Context of Globalization
Term, Year	Fall, 2023
Course Meets	Wednesdays, 3-5 pm
Web page URL	https://q.utoronto.ca

Instructor Details

Name	Email	Phone	Office Hours	Virtual Office Link
Dr. Indira Somwaru	indira.somwaru@rotman.utoronto.ca	416-821-3361	By Appointment	https://utoronto.zoom.us/my/victoria1.

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 skill

Course Prerequisites

- Prerequisite: RSM260H1
- Exclusion: RSM410H1 Managing Human Resources in Context of Globalization
- Enrolment is restricted to 3rd and 4th year Rotman Commerce students

Course Materials

Required Readings

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

Options for Ordering Textbook:

Digital Book:

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

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
Mid-Term Test	25%	Oct. 18
Group Presentation	10%	Weekly As Assigned

Industry Interview	20%	November 15
Final Term Test	35%	TBA

Course Format and Expectations

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 Sunday 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 students 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.

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
- Respectful active listening
- Attentiveness

While attendance is necessary for students to participate in class discussions, attendance on its own will not result in a high participation grade. Students must actively contribute and participate by exhibiting the components listed above.

Group Presentation (10%) – Weekly as assigned.

Due: Weekly as assigned.

When businesses internationalize, HR professionals need to familiarize themselves with the specific context of the targeted market. This project aims to familiarize students with various international contexts fin which HRM is practiced, thus further broadening the course content. Moreover, the project aims to strengthen teamwork, presentation, analytical and written communication skills.

The teams are assigned randomly by the TA at 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 a 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, 5minutes).
4. HR-specific challenges that a multinational might face when conducting business in thiscountry? (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.

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.

Important Notice: Group Projects are subject to peer assessment, and if a student does not contribute equally to the project, then the student may receive reduced or zero points for their project grade.

Industry Interview (20%)

The objective of this assignment is to provide students with an opportunity to gain real-world insights into the challenges and best practices of managing people in international organizations. Students will conduct interviews with Human Resources (HR) professionals in international organizations and draft a report based on their findings.

Requirements:

- Identification of Interviewee: Identify an HR professional who is currently working in an international organization. Ensure that you get their consent to participate in an interview.
- Interview: Conduct a 30–45-minute interview with the HR professional. The interview can be in-person, via phone, or through video conferencing.
- Report: Write a 6–8-page report (excluding cover page and references), detailing the findings from the interview and your analysis. The report should be double-spaced, using the Times New Roman 12-point font.

Report Structure:

Your report should include the following sections:

- Introduction: Brief overview of the organization and the interviewee.
- Methodology: Explain how the interview was conducted.
- Findings: Summarize the answers provided by the HR professional.
- Analysis: Discuss the implications of the findings. Relate the findings to course material.
- Conclusion: Sum up the key learnings from the interview.
- References: List any sources cited in your report.
- Appendix: Include the complete transcript or summary of the interview.

Submission:

The deadline for submission is 15th November 2023, 11:59 pm.

Evaluation Criteria:

- Quality of the Interview: 20%
- Depth of Analysis: 40%
- Relevance to Course Material: 20%
- Writing Quality: 10%
- Timeliness: 10%

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](#).

Midterm test (25%)- Oct. 18

Due: First 30 minutes of class;

The test will cover all material covered in lectures or readings from sessions 1-5 inclusive. The format is multiple-choice and will be a timed 30-minute online test (at 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%) – Dec. 13

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

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 **within 2 business days** of the missed midterm/test/assignment due date.

In such cases, students must:

1. Complete the Request for Special Consideration form: https://uoft.me/RSMConsideration
2. Provide documentation to support the request, eg. Absence Declaration from [ACORN](#), medical note etc.

Please note: As of September 2023, students may use the Absence Declaration on ACORN ***once per term*** to report an absence and request consideration. **Any subsequent absence will require a [Verification of Illness form](#) or other similar relevant documentation.**

Students who do not submit their requests and documentation within 2 days may receive a grade of 0 (zero) on the missed course deliverable.

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.

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Normally, students will be required to submit their course essays to the University's plagiarism detection tool for a review of textual similarity and detection of possible plagiarism. In doing so, students will allow their essays to be included as source documents in the tool's reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the University's use of this tool are described on the University's Plagiarism Detection Tool FAQ page from the Centre for Teaching Support & Innovation.

Generative AI / ChatGPT

The use of generative artificial intelligence tools or apps for assignments in this course, including tools like ChatGPT and other AI writing or coding assistants, is prohibited. The knowing use of generative artificial intelligence tools, including ChatGPT and other AI writing and coding assistants, for the completion of, or to support the completion of, an examination, term test, assignment, or any other form of academic assessment may be considered an academic offence in this course.

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 questions 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 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	Sep 13, 2023	Contextual Influences on HRM	Chapter 1
2	Sep 20, 2023	HRM and Organizational Strategy	Chapter 2
3	Sep 27, 2023	HRM in Multinational Companies	Chapter 3: **Discussion Board Assignment**
4	Oct 4, 2023	Diversity Management in a Global Context	Chapter 4: **Discussion Board Assignment**
5	Oct 11, 2023	Human Resources Planning	Chapter: 6 **Discussion Board Assignment**
6	Oct 18, 2023	**MIDTERM QUIZ** Recruitment & Selection	Chapter: 8 **Discussion Board Assignment**
7	Oct 25, 2023	Performance Management	Chapter: 9 **Discussion Board Assignment**
8	Nov 01, 2023	Reward Management	Chapter: 10 **Discussion Board Assignment**
		Fall Reading week	Fall Reading week
9	Nov 15, 2023	Training, Development &Learning	Chapter: 11 **Discussion Board Assignment**
10	Nov 22, 2023	Talent Management	Chapter: 12 **Discussion Board Assignment**
11	Nov 29, 2023	International Assignments	Chapter: 13 **Discussion Board Assignment** Chapter 15
12	Dec 06, 2023	Work Life Balance	Chapter: 9 **Discussion Board Assignment**

Please note that the last day you can drop this course without academic penalty is November 6, 2023.

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

- 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/
- 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