

# Course Outline

## RSM 462 H1F

Managing People in the Context of Globalization

Fall 2020

Course Meets: Monday 4-6/6-8 live online

Course Delivery: This course / section will be offered live during the appointed time / online synchronously.

Instructor: Indira Somwaru  
Email: [indira.somwaru@rotman.utoronto.ca](mailto:indira.somwaru@rotman.utoronto.ca)  
Webpage: <https://q.utoronto.ca>  
Phone: 416-821-3361  
Office Hours: By appointment (meeting on Zoom)

## Course Scope and Mission

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.

## 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.

## Required Technology

For Fall-Winter 2020-21, this course may be conducted entirely online. To participate fully and to complete the course successfully, you must ensure you have a computer with a working webcam, microphone and reliable access to an internet connection. For further details, please visit this link: [Recommended Technology Requirements for Remote/Online Learning](#)

## Required Readings

Human Resources Management, 2<sup>nd</sup> 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>  
Apply discount code **TS25NR20** and you will receive a 25% discount off the e-book price. The current regular price is \$63.99 and the discounted price will be \$47.99. All prices are in US dollars and are before any applicable taxes. You will then get instant access to the book through VitalSource.
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

For students interested in the print book there are two options:

1. Go to the Red Globe website <https://www.macmillanihe.com/page/detail/human-resource-management-jawad-syed/?sf1=barcode&st1=9781137521620>

and apply the same discount code **TS25NR20** and you will receive a 25% discount off the print book price. The current regular price is \$79.99 and the discounted price will be \$59.99. All prices are in US dollars and are before any applicable taxes. Shipping will be free to your home address.

2. You can purchase from the U of T Bookstore. The ISBN to order is 9781137521620. The current price is \$113.95 Canadian dollars plus applicable taxes.

## Evaluation and Grades

Grades are a measure of the performance of a student in individual courses. Each student shall be judged on the basis of how well they have command of the course materials.

<b>Work</b>		<b>Due Date</b>
Class Participation/Attendance	15%	Ongoing
Team Case Analyses (2)	20%	Date of discussion
Midterm Quiz (on-line session 1-6)	10%	Nov. 2
Group Paper & Presentation	20%	Weekly as assigned
Final Take Home Assignment	35%	Friday, Dec. 10

## Course Format and Expectations

### A) Class Participation/Attendance

#### i) Discussion Board

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. Posts will be due by Sunday, 11:59 pm. of each week.

#### ii) Metrics

In addition to the discussion board, student participation will be based on students' use of the course Quercus site which indicates the frequency and duration of students' utilization of course lectures, etc. Specifically, the following metrics will be used:

- Live in-class participation and comments
- On-demand utilization of course lecture videos

#### iii) Case Memos

Students will submit weekly case memos on each case as follows:

What is the key issue (s) in the case?

What is the cause and effect of the issue on key stakeholders?

Identify at least one solution (based on chapter theory) to the issue from an HR perspective.

Submissions should be a maximum of 250 words, typed, double-spaced, 12-point font, 1” margins.

## **B) Team Case Analyses (2)**

Teams will submit **two** written case assignments based on any two cases as outlined in the course schedule (cases are due weekly from weeks 3-12). The assignment requires you to answer the questions at the end of the case (unless specified otherwise in the course schedule).

- The first written case analysis will be any one of the cases from classes 3-7.
- The second written case will be any one of the cases from classes 8-12.
- The completed case analyses should not exceed 4 pages, typed, double-spaced, 12-point font, 1” margins.
- All case analyses must be submitted **before the start of class** on the day that the case will be discussed on class.
- Each case analysis will count for 10% of the final course grade (with both cases combined accounting for 20% of the course grade).

## **C) Midterm Quiz**

The quiz will cover all material covered in lectures or readings from session 1-6 inclusive. The format is multiple-choice and will be a timed 30 minute on- line quiz that will be online in Quercus. If the quiz is missed the weight of the missed quiz will be transferred to the final take home assignment.

## **D) Paper and Presentation**

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.

Students will have the opportunity to form teams in the first class and will prepare a report and a presentation on one distinctive country (no two teams will be able to do the same country). Each team will consist of 5 team members.

The following is the list of countries:

I. Western Europe: Germany, Italy, Netherlands, United Kingdom

II. Scandinavia: Denmark, Finland, Sweden

III. Central & Eastern Europe: Bulgaria, Poland, Russia

IV. Mediterranean, Middle East, and Africa: Ghana, Uganda, United Arab Emirates

V. Asia and the Pacific Rim: China, India, Indonesia, Singapore

## VI. America: Canada, Chile, Mexico

The project consists of a paper and presentation. The paper size 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). The deadline for submitting the report is the same day and time assigned to your presentation day. You need to email a copy of your report and presentation to the professor on the date assigned for the presentation. 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 contribute equally to a project compared to other group members, then the student may receive reduced or no points for the project grade. Presentations will be done on a weekly basis starting in week 3.

### E) Final take home assignment

The final assignment is a take home case analysis that covers the key concepts presented in the course. It will be posted three days before the due date and is due on December 10<sup>th</sup>, 11:59 pm.

### Written Assignments:

Please note that **clear, concise and correct writing** will be considered in the evaluation of written assignments. You may lose points for writing that impedes communication: poor organization, weak paragraph development, excessive wordiness, hard-to-follow sentence structure, spelling mistakes and grammatical errors. Students who require additional support and/or tutoring with respect to their writing skills are encouraged to visit the Academic Success Centre (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres ([writing.utoronto.ca/writing-centres](http://writing.utoronto.ca/writing-centres)). These Centres are teaching facilities – not editing services – where trained staff can assist students in developing their academic writing skills. There is no charge for the instruction and support.

### Rotman Commerce Centre for Professional Skills Teamwork Support:

The Group Paper and Presentation requires students to work in teams. Working as a team is challenging; this is true both in the real world and in your academic classes. However, learning to work together in teams is an important aspect of your education and preparation for your future careers. You are encouraged to review the teamwork resources available to all Rotman Commerce students at <https://rotmancommerce.utoronto.ca/teamwork-resources> while navigating these challenges, but keep in mind that supports are also available for when you think you may need extra help.

New in the 2020-2021 academic year, the Rotman Commerce Centre for Professional Skills (RC-CPS) will offer appointments with Teamwork Mentors for any teams encountering

challenges in their teamwork. Some possible reasons you might book an appointment with a Teamwork Mentor include:

- Team members have identified constraints on their time, work or accommodations they require that conflict with necessary timelines for the team.
- Teams are unsure how to divide their workload for a team project.
- Teams are concerned about how to integrate the individual contributions of each member and how to ensure team members are contributing equally.
- Teams are concerned about how to ensure all group members are aware of academic integrity guidelines (e.g. properly attributing sources) and follow them.
- Teams would like to be able to communicate more effectively with each other, particularly when navigating a remote work academic environment.

To book a meeting with a Teamwork Mentor, send an email to [rotmancommerce.teamworkhelp@utoronto.ca](mailto:rotmancommerce.teamworkhelp@utoronto.ca) with the course code (e.g. RSM100) and team number (if available) in the subject line of the email. Any member of the team may reach out individually to book an appointment, but we also encourage teams to book their appointments as a team. You will normally receive a response within 24-36 hours, but note that during busy times of the semester the waiting period may be longer. Be proactive in booking your meeting, and do so **as soon as** challenges arise!

If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, you should consult with your Accessibility Advisor about this course. For considerations pertaining to teamwork and accessibility, please see information in the section on Accessibility Needs below under the Policies and Procedures heading.

### Credit/No-Credit Option in Rotman Commerce

You may request to Credit/No-Credit (CR/NCR) an RSM course in the following cases only:

- The course will not be used for any specialist or focus, including the 8.0 RSM FCE requirement.
- The course does not have a group work component.

If you wish to request CR/NCR for an RSM course, you must contact a Rotman Commerce academic advisor by the drop deadline for the current term. **The deadline for this term is November 9, 2020.**

Final approval is on a case-by-case basis with the permission of the Director, Rotman Commerce.

### 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.

## Weekly Schedule

Session	Date	Topic	Readings & Cases
1	Sept. 14	Contextual Influences on HRM	<u>Chapter: 1</u> No case
2	Sept. 21	HRM and Organizational Strategy	<u>Chapter: 2</u> No case
3	Sept. 28	HRM in Multinational Companies	<u>Chapter: 3</u> <u>Case: Xiaoinc</u> (all questions), pg. 59
4	Oct.5	Diversity Management in a Global Context	<u>Chapter: 4</u> <u>Case: Samina's career experiences</u> in different contexts (#1,2,6), pg.80
5	Oct. 19	Human Resources Planning	<u>Chapter: 6</u> <u>Case: Play Smart Toys</u> (all questions), pg. 124
6	Oct. 26	Recruitment & Selection	<u>Chapter: 8</u> <u>Case: The design of a new multinational personnel selection system at MobilCom</u> (all questions), pg. 175
7	Nov. 2	Performance Management	<u>Chapter: 9</u> <u>Case: Feedback in politics and government</u> (all questions), pg. 205
8	Nov. 16	Reward Management	<u>Chapter: 10</u> <u>Case: The strategy and practice of rewards in Chinese MNC's</u> (all questions), pg.241
9	Nov. 23	Training, Development & Learning	<u>Chapter: 11</u> <u>Case: Ericsson: Aligning training and learning with business transformation</u> , (all questions), pg. 269
10	Nov. 30	Talent Management	<u>Chapter: 12</u> <u>Case: Localization in the Gulf States</u> (all questions,) pg.280
11	Dec. 7	International Assignments	<u>Chapter: 13</u> <u>Case: Chinese expats in India</u> (all questions), pg.308

12	Make up Day	Work-Life Balance in the 21 <sup>st</sup> Century	Chapter: 15 Case: Balancing work and life in a non-Western Economy (all questions), pg. 342
----	-------------	---	--

**Please note that the last day you can drop this course without academic penalty is November 9, 2020.**

## Policies and Procedures

### Missed Tests and Assignments (including mid-term and final-term examinations)

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 supporting documentation this may include either your Self-Declaration of Absence on ACORN, or [Verification of Student Illness or Injury form](#) to the Rotman Commerce Office within **2 business days** of the originally scheduled course deliverable.

Students who do not provide appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed course deliverable.

**Note that documentation must clearly establish that you were ill or had other circumstances that prevented you from attending on the date in question. After-the-fact reports are not sufficient.**

### Late Assignments

All assignments are due on the date and at the time specified in Quercus. Late submissions will normally be penalized by 5% if the assignment is not received on the specified date, at the specified time. A further penalty of 5 % will be applied to each subsequent day.

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.

### Accessibility Needs

The University of Toronto is committed to accessibility. 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 contact Accessibility Services as soon as possible at [accessibility.services@utoronto.ca](mailto:accessibility.services@utoronto.ca) or [studentlife.utoronto.ca/as](http://studentlife.utoronto.ca/as).



For courses with deliverables that require you to work in teams, please note the following. If you are a student registered with Accessibility Services, and extensions are one of your academic accommodations, requests for extensions impact everyone in the group. As a result, requests for late submissions of any component of teamwork will require compelling reasons, advance notice, and must work for everyone in the team. You are encouraged to discuss with your course instructor, Accessibility Advisor, and other team members what you need in order to successfully complete your coursework. Additionally, the Rotman Commerce Centre for Professional Skills offers Teamwork Mentors (see section above) who can help you and your team discuss how to support you effectively and how to develop a work plan that meets the needs and constraints of all team members.

## Volunteer Notetaking

If you're interested in helping to make our classroom more accessible, volunteer to be a notetaker!

Accessibility Services needs dependable volunteer notetakers to assist students living with a disability to achieve academic success. All you have to do is attend classes regularly and submit your notes consistently.

1. Register online as a Volunteer Note-Taker at:  
<https://clockwork.studentlife.utoronto.ca/custom/misc/home.aspx>
2. Follow the link that says "Volunteer Notetakers"
3. Select your course and upload a sample of your notes
4. Once you have been selected as a notetaker, you'll get an email notifying you to upload your Notes.

If you have any questions or require assistance, please email [as.notetaking@utoronto.ca](mailto:as.notetaking@utoronto.ca) or call 416-978-6186.

Volunteers may receive co-curricular credit or a certificate of appreciation.

## 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 following 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 resources such as 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 [help.ic.utoronto.ca/category/3/utmail.html](http://help.ic.utoronto.ca/category/3/utmail.html).

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.

## Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, go to [g.utoronto.ca](http://g.utoronto.ca) and log in using your UTORid and password. Once you have logged in, you will be at the Quercus Dashboard. On this page you will see all of the courses you are presently enrolled in. If you don't see the course listed here but you are properly registered for the course in ACORN, wait 48 hours.

## 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.

## FIPPA Language

### **Notice of video recording and sharing (Download permissible; re-use prohibited)**

This course, including your participation, will be recorded on video and will be available to students in the course for viewing remotely and after each session.

Course videos and materials belong to your instructor, the University, and/or other source depending on the specific facts of each situation, and are protected by copyright. In this course, you are permitted to download session videos and materials for your own academic use, but you should not copy, share, or use them for any other purpose without the explicit permission of the instructor.

For questions about recording and use of videos in which you appear please contact your instructor.