



# **Rotman** Commerce UNIVERSITY OF TORONTO

## **Course Outline**

**RSM 462H1S**

**Managing People in the Context of Globalization**

**Winter 2015**

**Course Meets: Friday 9 am – 11 am (WO 30)**

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## **Course Scope**

Large markets for products and services are not the only things enticing companies to enter the global arena. Foreign labor markets also attract interest. At current growth rates, the labor force in developing nations alone will expand by about 500 million people by the year 2020, while the Canadian labor force will grow by only 0.75 million. Furthermore, opportunities for productivity growth are much greater in developing countries. Between 2000 and 2010, for example, Canadian and U.S. productivity increased by about 2.5%, Mexico's by more than 6% and China's by more than 10%. The reasons for these differences in productivity potential are many, but simple demographics tell much of the story. The workforce is generally older in developed countries and younger in developing countries. Furthermore, education levels are rising more rapidly in developing countries. For example, in 1970, less than 25 percent of all college students were from developing countries. Today, more than 50 percent of all college students are from developing countries.

For employers seeking flexible and adaptable workers, the young and newly educated workforces in developing countries are particularly attractive. Thus, it is not surprising that many firms headquartered in developed countries now have a large proportion of their workforce located elsewhere. For example:

- Philips Electronics, N. V., has three-fourths of its employees working outside The Netherlands.
- More than half of Matsushita Electric's employees are outside Japan
- More than half of L. M. Ericsson's staff work outside Sweden
- LG and Hyundai groups of Korea have expanded aggressively outside Korea in the past twenty years

At the same time, companies that establish subsidiaries abroad or work in alliances with foreign partners face some liabilities of foreignness. 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, developing a global perspective is no longer an option for many corporations. Organizational structures that reflect and support globalization are becoming a necessity, and the workforce to staff them mandatory. 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.

## **Course Mission and Objectives**

This course introduces you to the impact of global conditions described above 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 such factors as country culture, socio-political differences, legal regulations, economic and educational levels, and business customs are addressed. There are many opportunities to learn about all these aspects of international (global) human resource management. Indeed, the first part of the course (up to Lecture 4) focuses on issues pertaining to global human resources management and less on the techniques of HR.

After the first four lectures, the course will then look at the techniques used in HR policies and practices such as staffing, training, performance management, compensation etc. from an international perspective.

Overall this course is about: 1) Global strategy/structure and the HR linkage; 2) modes of entry and expansion; and 3) the HR function/structure/professionals

Our learning objectives will be to:

- 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.
- 4) Develop skills to communicate with peers from different cultures, especially as we move to a more "virtual" World. Part of your evaluation will include a group project where you will be working in virtual teams on a project with students around the World.

Expectations for Success

- 1) Always finish assigned readings before each class.
- 2) Actively participate in class discussions, group work, in-class activities and exercises.
- 3) Complete and submit all graded assignments before the deadline.
- 4) Stay engaged and informed! Think deeply about the material!

## **Course Prerequisites**

Prerequisite: [RSM260H1](#);

Exclusion: RSM 410H1 - Managing Human Resources in Context of Globalization

## Required Readings

Required readings will be posted on the course website on Blackboard ([www.portal.utoronto.ca](http://www.portal.utoronto.ca)). Students are expected to read the material, which come from book chapters, articles and/or cases. There are two coursepacks for this course. The first can be purchased from Harvard Business Publishing. Click on the link <https://cb.hbsp.harvard.edu/cbmp/access/31898681> . Register for a new account, if you do not already have one, and you will be directed to the coursepack after registration. The second can be purchased from the Case Centre at <http://www.thecasecentre.org/students/>. You have to register for a new account and add the coursepack code C-248-221479-STU. Cases will be discussed in class and students will be expected to participate and give their input in activities such as role plays, simulations, debates.

## Recommended Readings

In addition to the required readings, there are some highly recommended readings which are listed on this syllabus. During the course of the term, more readings may be suggested via Blackboard announcements.

Students may wish to consult some textbooks for reference. Click on the link <http://guides.library.utoronto.ca/content.php?pid=500542&sid=4118353> to access some useful resources that have been compiled for this course. The e-books are particularly useful if you want to read on your computers. I recommend the following book (<http://search.library.utoronto.ca/details?8768823>) for those of you who wish to improve your comfort level with the class material, especially given that this is a fourth year course that is heavily based on strategy and organizational behaviour. Hard copies of some books are typically available for on-site use at the Centre for Industrial Relations and Human Resources Library at the University of Toronto.

## 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 he or she has command of the course materials.

Course Requirement	Marks	Due Dates
Participation and Social Learning	15%	Ongoing
Group presentation (5/6-person groups, within our class)	10%	Ongoing as of the second class
Individual case write-up	20%	Friday February 13 <sup>th</sup> at 9 am (turnitin.com)
X-culture group report (includes some individual components and some group work where you will be working with students from around the World)	25%	Ongoing with soft copy submitted to turnitin.com by March 13 <sup>th</sup> 11.59 pm. Hard copy due at Rotman Commerce Front Desk by March 16 <sup>th</sup> at 4 pm.
Final Examination	30%	During Faculty of Arts & Science Final Exam Period

## COURSE FORMAT AND EXPECTATIONS

### Participation and Social Learning (15%)

Students are expected to attend, prepare for each class and participate fully. High levels of participation include consistent and active contribution in class discussions and activities. Each student must take an active role in creating a collaborative learning environment. Students are expected to demonstrate leadership skills with thoughtful contributions that support their own learning process, along with those of their peers. One of the particulars of this course is that we will be discussing cases with regards to IHRM. Students will be randomly chosen to discuss/analyze and answer questions pertaining to the cases that are part of this syllabus. In a

2-hour class, we will not be able to cover everything. In an attempt to boost participation, students will be able to post threads and share resources/comments on discussion boards on Blackboard. Note that discussion boards are not a substitute for in-class discussion and participation. Rather, they are meant to expand on the material discussed in class.

### **General requirement for Written Assignments (Individual Case write-up plus X-Culture Group Report)**

#### To Use Turnitin.com:

Normally students will be required to submit their course essays to Turnitin.com 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 Turnitin.com reference database, where they will be used solely for the purpose of detecting plagiarism. The terms that apply to the university's use of the Turnitin.com service are described on the Turnitin.com website.

#### For Written Assignments:

Please note that clear, concise, and correct writing will be considered in the evaluation of the news briefings and case assignments. That is, 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 ([www.asc.utoronto.ca](http://www.asc.utoronto.ca)) or one of the College Writing Centres ([www.writing.utoronto.ca/writing-centres](http://www.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.

### **Individual case write-up: Silvio Napoli case (20%)**

This case can be purchased from Harvard Business Publishing. When writing your assignment, you are expected to specifically use and cite material in the related readings/lectures that would help you answer questions for this particular case. [The assignment questions will be posted on Blackboard as an announcement as the term progresses]. Use (and properly cite) alternative sources such as books, websites, articles etc. as much as possible. Becoming aware of all the relevant websites for IHRM is a very important asset for an HR professional. Page 5 on this course outline has the link to a course guide, which will give links to some data as well as other useful websites.

Each assignment is a maximum of 8 pages of text (double-spaced with 1-inch margins on all sides, written in 12-point Times New Roman font). In addition to the 8 pages, you have to include an Executive Summary at the beginning of the assignment and also add a bibliography section at the end along with proper in-text citations (all in APA-style – for a guide on APA, click <https://owl.english.purdue.edu/owl/section/2/10/>). You are allowed an unlimited number of pages in an appendix section, which could have charts, diagrams etc. All assignments must be submitted to Turnitin.com and make sure to use the standard Rotman Cover page for individual assignments (posted on Blackboard) as your cover page.

Typically this assignment will consist of 3 questions worth 75 points, and 25 points will be for quality of writing, grammar/spelling, and proper APA citations.

You must submit the assignment by February 13<sup>th</sup> at 9 am. To submit:

- Go to [www.turnitin.com](http://www.turnitin.com) and create an account if you do not already have one. Enrol in the class by using the class ID **9092567** and the password **rsm462silvio**
- Upload a single document (Rotman individual cover sheet and your full written work)
- Click “Submit” and wait a few minutes to confirm a successful upload and also to confirm that your work is indeed original

## Group Work:

There are two distinct group projects for this class.

### 1. Group presentation (5/6-person groups, within our class – 10%)

Students will self-assign into groups of 5/6 (flexible depending on final course enrolment) to give a 15-min presentation, including Q&A from the audience. Presentations start as of the second week of classes and groups will present on successive weeks thereafter. The objective of these presentations is to give an overview of international business and to go over cultural differences that affect management and employees around the World. These presentations should also help students for the X-Culture project report which is described further on the next page.

Each presentation/week will focus on one particular region of the World. For example, the first presentation will focus on North America (Canada, US); the second on the Caribbean States & Latin America and so on until we will have hopefully covered the whole World. These regions have been selected more or less in accordance with the World Bank's Regional "Doing Business" reports. As such, you are encouraged to consult the latest reports and to also read some books and web reports that talk about Country/Cultural differences. Note that other sources such as the Economist, Harvard Business Review, and the GLOBE Study may not classify countries according to the regional groups that will be used for this course. Students should, therefore, compile information in the best of ways and, where necessary, make assumptions and justify their reasoning. For example the GLOBE Study on country clusters and cultural differences does not have a distinct group or cluster for Caribbean States. They are sometimes "wrongfully" included within Latin America or Africa. Students would be expected to perhaps refer to Hofstede's cultural dimensions instead or indeed some other study.

The presentations should focus on the following:

- **Geography and demographics:** location, climate, size, age distribution, education levels, etc.
- **Economic environment:** Income levels, unemployment, infrastructure development, ease of doing business, etc.
- **Political and legal environment:** political and legal systems, political risk, government policy toward trade and foreign direct investment, property rights and intellectual property right protection, corruption, political freedom, etc.
- **Cultural environment:** cultural values, predominant religion(s), language(s), social class structure, customer preferences and tastes etc.

Note that there would be within-region between-country differences which you should highlight in your presentations. The presentations should be done on PowerPoint or Prezi and should contain charts/diagrams/tables with proper sources in the respective captions. One student from each group needs to email me the file by 7 am the day that particular group is presenting. I also need a hard copy so I can easily annotate.

To assist you, the Rotman Business Information Centre (BIC) has created a guide for this course. You may access it by clicking on <https://www.rotman.utoronto.ca/FacultyAndResearch/BIC/Research/CourseGuides/RSM462.aspx>

The "Country Information" tab should be particularly helpful.

In terms of grading, a detailed rubric is provided on Blackboard under Course Materials.

## 2. X-Culture Group Project and Report (usually 6 to 7-person groups, with students enrolled in International Business/Management classes around the World – 25%)

This may be the most fun and yet the most career-defining project you will ever do in your undergraduate experience. It will require a great deal of commitment on your part and students who do not participate fully may be excluded from the project.

X-Culture ([www.x-culture.org](http://www.x-culture.org)) is an endeavour to get students from around the World to participate in a real international business/management/marketing challenge. The X-culture group of instructors will put you in groups (close enough to a random selection) where you will be working to advise a company on a potential global expansion. The crux of the project involves picking one of the following business problems <http://www.x-culture.org/challenges.html> and providing an analysis on how the company could enter a foreign country, staff its foreign operations, and market a new product or existing product with perhaps some tweaks.

This course is all about managing talent in a globalized World. Many of you will probably work with international clients or co-workers from other countries. Some of you may even choose to work abroad. This project will hopefully be that learning experience that you will need before embarking on your immediate and future career. Most importantly, this project will enable you to interact with students from around the World in that you will be working with them on a real business challenge and will be proposing your analysis and solutions via a group report. Think of yourself as a consultant working on a global project! There would probably be two students from this course in each group and the rest of the group will be comprised of students from around the World who are studying international business/management/marketing. For example, if we have 50 students in this course, then there would most likely be about 25 groups.

Since you will be collaborating with international “co-workers”, you will be using tools such as Skype, Dropbox, Google+, and Facebook in addition to emails. My general recommendation is to use your U of T email accounts for email communication, Dropbox sharing, and Skype.

More details are in the pdf files within the X-culture folder on Blackboard and you have to read the Student Instructions Manual and pass a pre-project readiness test to be considered a participant in X-Culture. For those of you who do not wish to work in groups for various reasons, you will be able to carry out the whole project individually. Note, however, that this is heavily discouraged because it would stray away from one of the objectives of this course and also it would be very taxing on your time.

From the pdf documents in the X-Culture folder on Blackboard, you will read in more detail the requirements for the X-Culture project and group report but the table below gives an indication of the requirements and deadlines for this group work which is worth 25% of your course grade

Milestones	Deadline Date
1. Pre-project Readiness Test (check your emails for personalized link)	January 18 <sup>th</sup>
2. Establish Contact and Meet your Teammates	January 22 <sup>rd</sup>
3. Select Client Organization and Product	January 27 <sup>th</sup>
4. Identify Market Success Factors	January 30 <sup>th</sup>
5. Select a New Market	February 6 <sup>th</sup>
6. Entry mode and Staffing	February 13 <sup>th</sup>
7. Product and pricing	February 20 <sup>th</sup>
8. Distribution and promotion	February 27 <sup>th</sup>
9. Team Report DRAFT and Progress Survey	March 6 <sup>th</sup>
10. FINAL Team Report (Hardcopy and turnitin)	March 13 <sup>th</sup>
11. Post-project survey	March 15 <sup>th</sup>

If you are the student who is responsible to submit the Draft (Milestone 9) and Final Report (Milestone 10) on behalf of your group, log in to turnitin.com using your email address and use the following Class IDs and the password is **xculture**

<b>Instructions:</b>	<b>Class ID:</b>
To submit the <b>preliminary draft</b> (Milestone 9):	9268710
To submit the <b>final</b> report (Milestone 10):	9268717

Grading of this project for this course would be as follows:

<b>Performance Indicator</b>	<b>Marks</b>
<b>Individual components:</b>	
Completion of the pre-project training/readiness test (required)	-
Weekly progress reports, submitted individually by each student (completed fully and before the deadline)	20
Post-project survey (required)	-
Peer evaluations (as evaluated by the other team members in terms of effort, intellectual contribution, help with writing the report, coordinating team efforts, other comments).	20
<b>Team component:</b>	
Quality of the team report	60

The final report will be graded in terms of Accuracy and thoroughness of the company analysis; Quality of the market opportunity analysis, including the feasibility of the success criteria; Accuracy and thoroughness of the market analysis; Feasibility of the product choice, its suitability for the suggested new market; Feasibility of the suggested market entry mode and staffing policies; Feasibility and creativity of the marketing strategy; Quality of the arguments in support of the recommendations provided in the report (clarify, strength and feasibility of the arguments – essentially how well you explain your decisions); Proper use of external sources and references; Clarity of presentation, formatting quality, readability, visual appeal, grammar.

### **For both group projects:**

Learning to work together in teams is an important aspect of your education and preparation for your future careers. That said, project-based teamwork is often new to students and you are therefore reminded of the following expectations with respect to behaviour and contributions to your team project.

1. Read the document entitled, “Working in Teams: Guidelines for Rotman Commerce Students” which is available on the RC portal under the Academic Services tab.

2. When working in a team, Rotman Commerce students are expected to:

- Treat other members with courtesy and respect;
- Honour the ground rules established by the team;
- Contribute substantially and proportionally to the final project;
- Ensure enough familiarity with the entire contents of the group project/assignment so as to be able to sign off on it as original work;
- Meet the project timeline as established by the team.

3. Resolving conflicts:





Jan 23	<p>International expansion and strategic context of international human resource management (IHRM)</p> <p><i>(Group Presentation: Region 2 - Caribbean States &amp; Latin America)</i></p>	<ol style="list-style-type: none"> <li>1. Briscoe, D., Schuler, R., &amp; Tarique, I. (2012). Strategic International Human Resource Management. In <i>International human resource management: Policies and practices for Multinational Enterprises</i> (pp. 29-57). 4<sup>th</sup> ed. New York: Routledge.</li> <li>2. Kuemmerle, W. (2005). The entrepreneur's path to global expansion. <i>MIT Sloan Management Review</i>, 46(2), pp. 42 - 49 <a href="http://simplelink.library.utoronto.ca/url.cfm/317931">http://simplelink.library.utoronto.ca/url.cfm/317931</a></li> </ol>
Jan 30	<p>Design, structure, and strategy of a Multinational Enterprise (MNE)</p> <p><i>(Group Presentation: Region 3 – Western Europe)</i></p> <p>(X-Culture project well underway by now. Let's talk about some challenges)</p>	<ol style="list-style-type: none"> <li>1. Hill, C. W. L. (2013). The organization of international business. In <i>International Business: Competing in the global marketplace</i> (pp. 446–483). 9<sup>th</sup> ed. New York: McGraw-Hill Irwin</li> <li>2. HBS Coursepack: Kent Chemical</li> <li>3. Recommended reading: Ghemawat, P. (2007). Managing Differences: The Central Challenge of Global Strategy. (Cover story). <i>Harvard Business Review</i>, 85(3), 58-68.</li> </ol>
Feb 06	<p>Managing human resources in mergers and acquisitions (M&amp;A) and international joint ventures (IJV)</p> <p>(Watch Silvio Napoli video in class)</p> <p><i>(Group Presentation: Region 4 - Australasia)</i></p>	<ol style="list-style-type: none"> <li>1. Randall S Schuler, Ibraiz Tarique, Susan E Jackson (2004), Managing Human Resources in Cross-Border Alliances, in (ed.) 3 (Advances in Mergers &amp; Acquisitions, Volume 3), Emerald Group Publishing Limited, pp.103-129. <a href="http://dx.doi.org.myaccess.library.utoronto.ca/10.1016/S1479-361X(04)03005-4">http://dx.doi.org.myaccess.library.utoronto.ca/10.1016/S1479-361X(04)03005-4</a></li> <li>2. Schuler, R. &amp; Tarique, I. (2005). International Joint Venture system complexity and Human Resource management. Retrieved from <a href="http://smlr.rutgers.edu/schuler-selected-publications-international-joint-venture-system-complexity">http://smlr.rutgers.edu/schuler-selected-publications-international-joint-venture-system-complexity</a></li> <li>3. HBS Coursepack: Lincoln Electric</li> </ol>
Feb 13	<p>Staffing international operations</p> <p><i>(Group Presentation: Region 5 - Eastern Europe and Central Asia)</i> <i>(Silvio Napoli case assignment due - submit to Turnitin.com. Instructions on page 4)</i></p>	<ol style="list-style-type: none"> <li>1. Dowling, P.J., Festing, M. &amp; Engle, A.D. (2013). Sourcing human resources for global markets – staffing, recruitment and selection. In <i>International human resource management</i> (pp. 109-141). 6<sup>th</sup> ed. Andover : Cengage Learning</li> </ol>
Feb 20	READING WEEK – NO CLASS	
Feb 27	<p>Expatriate failure, career issues, and repatriation</p> <p><i>(Group Presentation: Region 6 – Nordic Europe)</i></p>	<ol style="list-style-type: none"> <li>1. Case Centre: Jaguar or Bluebird? Mark Chan's decision to stay overseas or return home</li> <li>2. Recommended reading: Groyberg, B., Nohria, N., &amp; Herman, K. (2011). The Expatriate Dilemma. <i>Harvard Business Review</i>, 89(11), 150-153.</li> </ol>

Mar 06	Global Training and Development  (Group Presentation: Region 7 - Middle East and North Africa)	<ol style="list-style-type: none"> <li>1. Caligiuri, P. M. &amp; Tarique, I. (2005). International Assignee selection and Cross-cultural training. Retrieved from <a href="http://smlr.rutgers.edu/international-assignee-selection-and-cross-cultural-training-and-development">http://smlr.rutgers.edu/international-assignee-selection-and-cross-cultural-training-and-development</a></li> <li>2. HBS Coursepack: A. P. Moller – Maersk Group</li> <li>3. Recommended Reading: Earley, P., &amp; Mosakowski, E. (2004). Cultural Intelligence. Harvard Business Review, 82(10), 139-146.</li> </ol>
Mar 13	Performance appraisal of employees in an MNE  (Group Presentation: Region 8 - South Asia)	<ol style="list-style-type: none"> <li>1. Caligiuri, P. M. (2006). Performance management in a cross-national context. Retrieved from <a href="http://smlr.rutgers.edu/performance-measurement-in-cross-national-context">http://smlr.rutgers.edu/performance-measurement-in-cross-national-context</a></li> <li>2. HBS Coursepack: Global Talent Management at Novartis</li> </ol>
Mar 20	International compensation and benefits  (Group Presentation: Region 9 - East Asia)	<ol style="list-style-type: none"> <li>1. McFarlin, D. B. &amp; Sweeney, P. (2013). Rewarding and Compensating International Employees. In <i>International organizational behavior: Transcending borders and cultures</i> (pp. 321-358). New York, NY: Routledge.</li> <li>2. Case Centre: Maria Mancini</li> </ol>
Mar 27	Global leadership + Final Exam Review  (Group Presentation: Region 10 - Sub-Saharan Africa)	<ol style="list-style-type: none"> <li>1. Recommended reading: Goleman, D. (2004). What makes a leader? Harvard Business Review, 82(1), 82-91.</li> <li>2. Recommended reading: Hae-Jung, H., &amp; Doz, Y. (2013). L'Oréal Masters Multiculturalism. Harvard Business Review, 91(6), 114-119.</li> <li>3. Recommended reading: Moments of truth: Global Executives talk about challenges that shaped them as leaders (2007). Harvard Business Review, 85(1), 15.</li> </ol>
TBA by FAS	Final Exam	3 hours, cumulative exam

## **POLICY AND PROCEDURE**

### **Missed Tests and Assignments (including midterm examinations)**

Students who miss a test or assignment for reasons entirely beyond their control (e.g. illness) may submit a request for special consideration. Provided that notification and documentation are provided in a timely manner, and that the request is subsequently approved, no academic penalty will be applied.

In such cases, students must notify Rotman Commerce on the date of the missed test (or due date in the case of course work) and submit supporting documentation (e.g. [Verification of](#)

[Student Illness or Injury form](#)) to the Rotman Commerce Program Office within **48 hours** of the originally scheduled test or due date. Students who do not provide Rotman Commerce or the instructor with appropriate or sufficient supporting documentation will be given a grade of 0 (zero) for the missed test or course deliverable.

**Note that the physician's report must establish that the patient was examined and diagnosed at the time of illness, not after the fact. Rotman Commerce will not accept a statement that merely confirms a report of illness made by the student and documented by the physician.**

### ***Late Assignments***

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.

In the case where a student does not provide supporting documentation (for a valid extension), a penalty of 5 marks per day will be applied. For example, if a student misses the deadline for the Silvio Napoli case by one day (i.e. emails the instructor a copy by 9 am on Saturday February 14<sup>th</sup>), then the maximum he/she would be able to get on that assignment is 95 out of 100. The same 5-marks penalty applies to the X-Culture final group report (based on turnitin submission). However, the weekly progress reports for the X-culture project are pass or fail, i.e. if you make them before the deadline then your participation/work is graded, whereas if you miss the deadline you get zero.

### **Accessibility Needs**

The University of Toronto is committed to accessibility. If you require accommodations for a disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible:

[disability.services@utoronto.ca](mailto:disability.services@utoronto.ca) or <http://www.accessibility.utoronto.ca/>.

### **Academic Integrity**

Academic Integrity is a fundamental value essential to the pursuit of learning and scholarships at the University of Toronto. Participating honestly, respectfully, responsibly, and fairly in this academic community ensures that the UofT 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*

<http://www.governingcouncil.utoronto.ca/policies/behaveac.htm> 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 UofT 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 UofT 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 the ROSI system. For more information please visit <http://help.ic.utoronto.ca/category/3/utmail.html>

Forwarding your utoronto.ca email to a Hotmail, Gmail, Yahoo or other type of email account is not advisable. In some cases, messages from utoronto.ca addresses sent to Hotmail, Gmail or Yahoo 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.

**Blackboard and the Course Page**

The online course page for this course is accessed through Blackboard. To access the course page, go to the UofT Portal login at <https://portal.utoronto.ca/> and log in using your UTORid and password. Once you have logged in, look for the My Courses module where you'll find the link to all your course websites. If you don't see the course listed here but you are properly registered for the course in ROSI, wait 48 hours. If the course does not appear, go to the Information Commons Help Desk in Robarts Library, 1st floor, for help, or explore the Portal Information and Help at [www.portalinfo.utoronto.ca/students](http://www.portalinfo.utoronto.ca/students) and review the Frequently Asked Questions.

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