



Rotman Commerce UNIVERSITY OF TORONTO

Course Outline

RSM 462H1S

Managing People in the Context of Globalization
Winter 2019

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Office Hours: Mondays by appointment

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.

Course Text/Readings

Text: Dowling, Festing, & Engle Sr. (2017), International Human Resources Management, 7th edition, Cengage, ISBN 9781473719026

Most cases are found in the text. Three cases not found in the text will have to be purchased through Ivey Cases.

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.

Work

Class Participation/Attendance	15%
Midterm	25%
Team Project	30%
Final Exam	30%

Due Date

Ongoing
February 11,2019
As per presentation schedule
During Faculty of Arts & Science Final Examination period

COURSE FORMAT AND EXPECTATIONS

Class Participation and Attendance (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, but voluntary participation is most important for your grade. If you have language barriers or experience difficulty speaking up in class, please come see me as early as possible in the semester so that we can work on strategies for improving your class participation. There will also be occasional pop-quizzes, the scores of which will be a part of your participation grade.

You will be evaluated on the quality of your in-class comments – especially how well you engage other students. This means questions and observations that spark peer responses, that forward the class discussion.

Quality comments possess one or more of the following properties:

- Offer a unique and relevant perspective
- Contribute to moving the analysis forward
- Transcend the “I feel” syndrome (i.e., include evidence, demonstrate recognition of basic concepts, and integrate these with reflective thinking)
- Link relevant concepts to current events

Seating Arrangements

Please try to sit in the same seat each day and use your nameplate. This will help keep track of class participation.

Midterm Assignment (20%)

The midterm will be given during the lecture timeslot during week 6 and will be based on all chapters, lectures, and class discussions, covered in the first five weeks of the course. The length of the test will be 1.5 hours and will consist of multiple choice and short answer questions

Team Project (30%)

The purpose of the project is to help you critically analyze human resources issues in complex multinational and provide solutions to these issues.

Students will be assigned one of the course case studies during the first class and will be asked to work as a consulting team to assist the organization described in the case in identifying and resolving the various HRM (and related) issues//challenges presented. Marking rubrics will be posted on Quercus. The assignment is summarized here in brief:

The team project is broken down into **two** different parts as follows:

Part 1: Case Role Play (15 %)

Students teams will present their assigned case in the form of a 30 -minute role play during the assigned class time. Teams will be formed in the first class by the instructor. Students will present a “live” version of the assigned case, identifying the issue(s), causes and effects of the issue(s) and recommendations for resolving the issue(s). The presenting team will also engage the class through the use of questions or other creative methods that test the class’s knowledge and understanding of the case.

Use of PowerPoint slides will be limited to:

- Introductory Slide
- Background scenery
- Concluding comments

Student may use self-produced video or other videos to support their role play but use of these videos should be limited to a maximum of two minutes in duration.

Part 2: Group Research Paper (15%)

The paper will be due on the date of your assigned role play.

The first step in your analysis is to identify of the HR issues/challenges contained in the case. Your discussion should explain the issues/challenges, describe **why** it is a concern for the organization, the cause and effects of the issue(s) and identify the stakeholders affected.

Based on the thorough analysis of the problems you identified, the subsequent component of the report should describe a detailed set of recommendations that address each of the aforementioned issues. Your suggestions should not only speak to **what** needs to be done to address each problem, but should also state **how** each proposed solution should be implemented. Your recommendations should focus primarily on the HR elements of the case. However, Human Resource Management does not occur in a vacuum, therefore, you are also encouraged to discuss how your proposed suggestions may affect other business functions as well and how problems that are not directly HR issues may have an impact

on the employees of the organization in question. In addition to information obtained from the textbook, you should also **include references from at least 3 different, reputable sources** to support the problem identification and recommended solutions.

The completed report completed by your team must be submitted in class to the professor on the day of your role play presentation.

In addition, you will each complete a final peer evaluation of each team member's contribution to the overall assignment. Please note that the peer evaluation ratings will be applied to the written portion of the project and so the mark of each individual on the team may vary depending on their individual peer evaluation score.

Final Exam (30%)

The final exam will include all materials covered in the course. It will consist of short answer/essay questions, and a case.

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.

Grades/penalties for each of the above items will be posted on Quercus within two weeks of the due dates, with the exception of the final exam.

PAPER FORMAT AND SUBMISSION

Maximum 8 pages, typed, double-spaced, minimum 12-point font, APA citation style. The following link to the Rotman BIC Citation Resources has more information on proper citation methods:

<https://www.rotman.utoronto.ca/FacultyAndResearch/BIC/Research/Citation-APA-Resources>

Please note that clear, concise, and correct writing will be considered in the evaluation of all written 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 (<http://www.studentlife.utoronto.ca/asc>) or one of the College Writing Centres (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.

Re-marking:

Students have up to 5 business days after written work has been graded and returned to them to submit it for re- grading. Submissions for re-grading must be made in writing, with the student outlining the specific areas of the work that he or she feels were incorrectly graded. All submissions should be signed and dated by the student. Your TA will handle the regrading and will return a written response explaining the results of the review and indicating whether the student's grade has changed. If a student remains dissatisfied with the grading process, he or she will have up to five business days after

receiving the re-graded work to submit it a second time for re-grading. Course instructor will handle the second round of re-grading and the mark will be final.

Group Work:

The Team Project requires students to work in teams.

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; to work well in teams, it helps to follow a set of core expectations to best succeed at your team projects.

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:

Conflicts are part of the team's process of learning how to work together. When handled well, it can generate creativity and bring-multiple perspectives to the solution.

Student teams are expected to work through their misunderstandings as soon as they arise (and prior to submission of the final project). When teams are unable to arrive at a solution that works for all members, the team must meet with the Rotman Commerce Team Coach** as soon as possible. The Coach will listen to the team and help develop options for improving the team process. All members of the project team must commit to, and, utilize their action plans.

**For an appointment with a Rotman Commerce Team Coach, please contact Nouman Ashraf at nouman.ashraf@rotman.utoronto.ca Nouman is highly skilled at facilitating team dynamics and collaboration. Note that the Team Coach's role is to provide guidance, support and advice on team matters – not to formally evaluate or assess teamwork for academic purposes.

OTHER INFORMATION

E-Mail Contact: I am happy to address concerns via e-mail. I will respond to e-mails within 48 hours.

If you aren't sure how to do an assignment

If you want to improve your grade

If you want more challenge or want to explore a topic or skill further

If you have any concerns about what's happening in class

If you have suggestions or other feedback about the course

If you are falling behind

Weekly Schedule

Week 1, Jan. 7: Course Introduction

Deliverables: None

Required reading: Text, Chapter 1

Week 2, Jan. 14: The Cultural Context of HRM

Deliverables: None

Required reading: Text, Chapter 2

Case: Balancing Values: An Indian Perspective on Corporate Values from Scandinavia (in text)

Week 3, Jan. 21, The Organizational Context

Deliverables: Team 1 role play and paper

Required Reading: Text, Chapter 3

Case: Kent Chemical: Organizing for International Growth. Published by Harvard Business School (2012). Case Reference No.: 4409 (available for purchase through Ivey Cases)

Week 4, Jan. 28, IHRM in Cross Border Mergers/Alliances& SME's

Deliverables: Team 2 role play and paper

Required reading: Text, Chapter 4

Case: Allergan South Africa's Merger: Contextual Leadership Sustaining Culture. By Scheepers, C., Sita, D. Published by Ivey, (2016). Product No.: 9B16C044 (available for purchase through Ivey Cases)

Week 5, Feb. 4, Sourcing HR for Global Markets- Staffing, Recruitment and Selection

Deliverables: Team 3 role play and paper

Required reading: Text, Chapter 5

Case: Quality Compliance at the Hawthorn Arms (in text)

Week 6, Feb. 11, Midterm

Week 7, Feb. 25, International Performance Management

Deliverables: Team 4 role play and paper

Required reading: Text, Chapter 6

Case: Finding the Right View: Developing Local Talent in Local Markets (in text)

Week 8, Mar. 4, International Training, Development, Careers and Talent

Deliverables: Team 5 role play and paper.

Required reading: Text, Chapter 7

Case: Spanning the Globe (in text)

Week 9, Mar. 11, International Compensation

Deliverables: Team 6 role play and paper

Required reading: Text, Chapter 8

Case: Expatriate Compensation at Robert Bosch GmbH: Coping with Modern Mobility Challenges (in text)

Week 10, Mar. 18, Industrial Relations and The Global Institutional Context

Deliverables: Team 7 role play and paper

Required reading: Text, Chapter 9

Case: Case: Singareni Collieries : From Gloom to Glory. By Ramnarayan, S., and Gupta, N. Published by Ivey (2011). Product No.: W11553-PDF-ENG (available for purchase through Ivey Cases)

Week 11, Mar. 25, IHRM Trends and Future Challenges

Deliverables: None

Required reading: Text, Chapter 10

Case: NA

Week 12, Apr. 1, Course Wrap-Up, Evaluation, Exam Review

Please note that the schedule, content of the course, and evaluation methods may be subject to change based on our progress and time, and possible external factors throughout the course. If any changes are going to be made they will be discussed with the class ahead of time.

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. The Request for Special Consideration Form and supporting documentation must be submitted in a timely manner in order for the request to be reviewed.

In such cases, students must notify the Rotman Commerce Program Office on the date of the course deliverable such as a missed test, or assignment missed class (in the case of participation marks), or due date. They must then complete a [Request for Special Consideration Form](#) and submit it along with supporting documentation (e.g. [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.

Documentation submitted in support of petitions for missing tests and assignments must be original; no faxed or scanned copies will be accepted.

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 later report of illness made by the student to a physician.

Students will be required to submit a makeup assignment at a later date, or, at the discretion of the instructor, may have another assignment reweighted to include the percentage of the missed assignment.

Late Assignments

All assignments are due at the beginning of class on the date specified in the course outline. Late submissions will normally be penalized by 10% 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 disability, or have any accessibility concerns about the course, the classroom or course materials, please contact Accessibility Services as soon as possible: accessibility.services@utoronto.ca or <http://www.studentlife.utoronto.ca/as>.

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.

Quercus and the Course Page

The online course page for this course is accessed through Quercus. To access the course page, login at q.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.

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 (note: students who have been previously granted permission to record lectures as an accommodation for a disability are, of course, excepted). This includes tape recording, filming, photographing PowerPoint slides, Quercus materials, etc.

If permission 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 anyway. It is absolutely forbidden for a student to publish an instructor's notes to a website or sell them in any other form without formal permission.

