

HR Strategy I: Introduction

Fall 2012, 38:533:580:02 (Index # 07615)

Thursdays 07:20-10:00 p.m.

Room 004 Janice H. Levin Building

INSTRUCTOR

- Andy Kim
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 - *Important note: In this course, **email** is the primary means for communication and announcements pertaining to the class. As such, students must provide a correct email address on your student information form, and are encouraged to check your email regularly.
- Students can meet me at the classroom before or after the class meetings by appointment.

COURSE OVERVIEW

The goal of this course is to provide an introduction to the core ideas of Human Resource (HR) management. We will cover a variety of activities, methods, and techniques, which are designed to improve HR management within an organization. We will also learn about business strategy and process as well as diverse stakeholders where HR management should be aligned to improve organizational effectiveness. Furthermore, we will discuss the attributes and competencies required for becoming a successful HR professional. Some specific objectives are:

- To recognize the strategic role and impact of HR management in organization and society
- To identify models and frameworks that can be helpful in understanding HR management
- To identify, discuss, and analyze the needs of organizations and their employees
- To identify the factors that give rise to different ways of managing human resources
- To understand how to become an HR professional
- To provide ample opportunity to become familiar with all the HR practices and activities
- To give you ample opportunity for presentation and group interaction

Through the extensive use of lecture, research, class discussions, case studies, experiential exercises, and appropriate audio-visual displays, students will become actively involved in shaping the course and focus on the transfer of course material to “real-world” situations. It is expected that students will complete reading assignments before coming to class.

REQUIRED MATERIALS

- S. E. Jackson, R. S. Schuler, and S. Werner. *Managing Human Resources, 11e* (Mason, OH: South-Western, Cengage Learning, 2012)
- Lecture slides will be posted on the course website (sakai.rutgers.edu), and if necessary, articles, cases, and special handouts will be made available on it, too.

CLASS POLICIES

For students' effective learning, the following are not permitted in this course:

- All electronic devices, computers, cell phones, pagers, and text messaging devices
- Sleeping
- Disruptive talking
- Reading non-class material
- Arriving late on a consistent basis
- Leaving early on a consistent basis

CLASS FORMAT

Among 15 class meetings in total, we will have 12 regular class meetings, 2 exams, and 1 team project presentation meeting (see the **tentative** course calendar on the last page). Every regular class consists of (1) about 90-100 mins for lecture with in-class activities, (2) about 10-20 mins for break, and (3) about 40-50 mins for individual case presentations and discussion.

COURSE REQUIREMENTS AND GRADING

Your grade for this course will be based on your performance on the following items. Please make sure that this course has **no extra credit opportunity** for your final grade!

Items		Points	Grade	Total Points
	Attendance and participation	10	A	90.00-100.0
Assignments	Individual case report/presentation	10	B+	85.00-89.90
	Team research project/presentation	30	B	80.00-84.99
In-class exams	Mid-term exam	25	C+	75.00-79.99
	Final exam	25	C	70.00-74.99
	Total	100	D	65.00-69.99
			F	<64.9

Attendance and Participation (10 points)

Excluding 2 in-class exam days, we will have 13 class meetings. Students are allowed **3 free absences** without those penalizing their grade, if there are special and unavoidable reasons to your work, family, and study (The absence of first class is considered in this category). Attendees in each of the remaining 10 class meetings can have opportunity to gain 1 point, so that totally 10 points are allotted to the attendance. However, depending on your **participation quality, not quantity**, your final attendance and participation grade will be determined. Thus, for example, if you attended more than 10 class meetings and did high-quality participation per each class, you should gain 10 points for your attendance and participation.

Individual Case Report and Presentation (10 points)

Each student will have one chance for presenting a case study. Each student will select a slot among the nine opportunities: HR planning (**Ch. 4**), job management (**Ch.5**), recruiting and retention (**Ch. 6**), selection (**Ch.7**), training and development (**Ch. 8**),

performance management (**Ch. 9**), compensation (**Ch. 10**), incentives (**Ch. 11**), and benefits (**Ch. 12**). Individual students will study themselves their chosen chapter, analyze the case, and make answers to the case questions, preliminarily. Students should **email me to turn in their report by 9:00 p.m. on Tuesday of the week when you are assigned to present your case study (late submission will debase your report)**. For example, a student selects job management (Ch.5). As this topic will be covered on Thursday, September 27, the student should email me attaching his or her written report by 9:00 p.m. on Tuesday, September 25.

The cases are seen at the last of each chapter. The written report should have **around 2-4 double-spaced pages (plus references), using 12-point font and 1 inch margins**. The case study report should be written based on your preliminary study of the chapter, analytical and critical thinking skills, creativity, research, working experience, and so on. 7 points are allotted to the case study report, and another 3 points are allotted to the in-class presentation. Your case study will be presented after the lecture during the first half of a class. You can use power point slides for your presentation. A nice presentation, combined with leading a furious discussion and providing excellent implications, will be highly rated.

Individual case assignments will be planned and determined on Thursday, September 13. Until then, students can have enough time to look over the chapters and cases for your priority decision.

Team Research Project and Presentation (30 points)

Each team will be responsible for one team research project report and presentation. This project is designed to give you and your team greater expertise in identifying best practices in HR management as well as to build your teamwork, communication, analytical, and project management skills. Your team will select an organization in which they have some interest or knowledge, and about which additional information can be acquired. The goal of the report is to analyze how effectively the target organization manages its human resources, focusing on the alignment of HR practices with business strategy needs and the alignment among the HR practices. You can, and should, apply concepts, theories, and research evidence covered throughout the class to your project. Also, you can proactively add what your teams search and investigate from other reputable sources (e.g., academic journals, New York Times, Business Week, Economist, Harvard Business Review, and so on).

The project should be approached as if the CEO of the target organization commissioned your team and will be reading the final report. The team report will be completed in groups of approximately 3-5 people. The last class will be devoted to presentations of final reports. The written report should be **around 25-30 double-spaced pages (plus references and appendices if necessary), using 12-point font and 1 inch margins** and:

1. Briefly summarize the organization and its business strategy
2. Describe existing HR systems that contribute to its core competencies
3. Analyze the degree of alignment between HR systems and core competencies required by the business strategy
4. Offer recommendations for improving alignment, with a particular focus on specific sets of HR practices

5. Discuss implementation issues
6. Identify metrics for evaluating success

You will also be expected to prepare a one or two page executive summary that highlights the key points of your report. 20 points are allotted to the written report and 10 points are allotted to the presentation.

Team Research Project Guidelines and Due Dates:

- Sep 13: By this date, all teams must be formed. We will have some time to build research project teams during the second half of the class on this day. During the team building session, each team will prepare for a 1-page report listing the members of the project team and briefly describe the organization and the HR practices of interest.
- Sep 20: All teams must turn in **the 1-page report** before starting the class.
- Oct 04: By this date, all teams must collect information to summarize the organization and its business strategy. Furthermore, each team needs to collect information about the organization's HR practices and how it has implemented them.
- Nov 08: By this date, all teams must describe existing HR practices that contribute to the core competencies of the business, and analyze the degree of alignment between HR practices and core competencies required by business strategy as well as the degree of alignment among the HR practices. In addition, teams need to analyze how or why the HR practices work for the organization's business success.
- Nov 29: All teams have class time to finalize written reports of team research project during the second half of the class.
- Dec 06: All teams must turn in **one copy of their team research written report** before the final exam. After the final exam, all teams have class time to prepare for team research project presentations.
- Dec 13: Teams present their reports to the class.

Two in-class exams (50 points)

There will be 2 in-class and non-cumulative exams as noted on the course schedule. Each of the exams will take 25 points and be given to test your understanding of the course material, including **all** readings, cases, assignments, and class discussions. The exams will include multiple choice questions.

ACADEMIC MISCONDUCT STATEMENT

Each member of the class is expected to abide by the University's standards for academic integrity. Violations of these standards includes, but are not limited to, cheating on assignments or examinations; plagiarizing, which means misrepresentation as your own work any part of work done by another, and handing in work done for another class as original to this class. Students are expected to pursue knowledge with integrity. Please refer to the Academic Integrity Policy for more detail regarding these policies:
<http://academicintegrity.rutgers.edu/integrity.shtml>.

TENTATIVE CLASS MEETINGS SCHEDULE
 (* denotes individual or team presentation dates)

Date	Topics, Activities, and Deadlines	Readings
09/06	Introduction to the Course and HR Management Icebreaking	Jackson, Schuler, & Werner, Ch. 1
09/13	Internal/External Environment Team Building/Individual Case Assigning	Jackson, Schuler, & Werner, Ch. 2
09/20	HR Planning *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 4
09/27	Job Management *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 5
10/04	Recruiting and Retention *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 6
10/11	Selection *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 7
10/18	MID-TERM EXAM Team Project Work	
10/25	Training and Development *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 8
11/01	Performance Management *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 9
11/08	Compensation *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 10
11/15	Incentives *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 11
11/20	Benefits *Individual Case Presentation	Jackson, Schuler, & Werner, Ch. 12
11/22	NO CLASS FOR THANKSGIVING	
11/29	Special Topics in HR Management Team Project Work	TBD
12/06	FINAL EXAM Team Project Work	
12/13	*Team Research Project Presentation	