

HUMAN RESOURCES STRATEGY I

Monday, 1:00pm-3:40pm
Janice Levin Bldg. Room 004
Course # 38:533:580:04 - Section 4

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Office Hours: Monday 11:30am-12:30pm, or by appointment, Room 216 Janice Levin Bldg

IMPORTANT NOTE: The course website on – ecollege.rutgers.edu - will be your official and definitive source for all information about assignments, due dates, and specific class activities. This syllabus provides you with general guidance, to help you get started. Details of the course are likely to change to reflect the interest of students, ongoing current events, and so on. For any help with ecollege: help@ecollege.rutgers.edu • 877-778-8437 (24/7/365)

COURSE OVERVIEW

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. By the end of this course, you should think systematically about how environmental forces shape HRM activities, and you should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders.

To understand the role of HRM requires an understanding of the environmental context in which HRM activities are conducted. Discussion of several aspects of context is the focus of the first several weeks. Included are topics such as globalization, labor market conditions, laws and regulations, country cultures and the reality of continual organizational change.

Next, we briefly review the major activities included in a total HRM system (planning, recruitment, selection, training and development, performance management, compensation, and benefits). Our focus will be on understanding how these HRM activities can help a firm achieve competitive advantage.

The course employs a variety of teaching methods, including lectures, discussion, case analyses and student presentations. Although the specific activities will vary, the objectives will always be the same: to improve your understanding of how a firm's approach to managing human resources can enhance or detract from the firm's overall effectiveness.

The course requires you to be actively engaged during each class and also between class meetings. In all of our interactions, everyone should strive to behave in ways that are consistent with the following guiding values:

- **Respect for Individuals:** We treat each other with respect and dignity, valuing individual and cultural differences. We communicate frequently and with candor, listening to each other, regardless of level or position. We silence our phones, beepers and pagers in the classroom.
- **Dedication to Collaborative Learning:** We build enduring relationships by understanding, anticipating, and striving to meet everyone's needs. We care for each other and learn from each other.
- **Highest Standards of Integrity:** We are honest and ethical in all of our education and business activities, starting with how we treat each other. We keep our promises and admit our mistakes.
- **Innovation:** We believe innovation is the engine that will keep us vital and growing. Our culture embraces creativity, seeks different perspectives and risks pursuing new opportunities.
- **Teamwork:** We encourage and reward both individual and team achievements. We freely join with colleagues across cultural, educational, and social boundaries.
- **Accountability:** Each of us takes ownership for our success. Our rewards are determined by our results.
- **Excellence:** We will be satisfied with nothing less than being the best in everything we do.
- **Sustainability and Growth:** Being aware of what sustainability and growth mean for each of us. Preserve our energies throughout the semester and beyond. Aim to grow intellectually and personally.

SPECIFIC OBJECTIVES

1. To identify, discuss and analyze the needs of effective organizations and their employees in highly competitive environments.
2. To become familiar with all the specific HR practices and activities.
3. To identify the factors that give rise to different ways of managing human resources for equally effective results and discuss why there is "No One Best Way."
4. To heighten your involvement and sense of opportunity as an HR professional or line manager.
5. To identify models and frameworks that can be helpful in understanding human resource management.
6. To give you ample opportunity for presentation and group interaction.

READINGS

- Website:** When you register for this course, you will be given information that allows you to access the class website.
- Textbook:** S. E. Jackson, R. S. Schuler, and S. Werner. *Managing Human Resources, 11e* (Mason, OH: Thomson/South-Western, Publishing, 2012). Do not purchase other editions of the textbook if you wish to do well in this course. Only this edition has all the information you will need to do well on the assignments and exams.
- Cases:** All cases can be found in your textbook at the end of chapters and at the very end of the book.

ASSIGNMENTS

- **Finding assignments.** The syllabus is the place to start. Please keep checking the website for updates.
- **Submitting assignments.** Assignments should be submitted in electronic form using the Dropbox on the class website. *Please do not submit your assignments via email.*
- **Due dates for assignments.** All assignments are due at the time and date indicated on the course website. *Late assignments will not be accepted.*

For all cases (individual and team), you are expected to:

- ❖ specifically use and cite the course textbook, reading materials and class discussions,
- ❖ **make sure to not block and copy material and represent the work as your own**, particularly without citing the original source. If ever in doubt, please refer to Rutgers University Academic Integrity Policy <http://academicintegrity.rutgers.edu/integrity.shtml> or ask me.
- ❖ conduct additional research on your own (e.g., using Internet, traditional library services, etc.) and provide appropriate citations,
- ❖ use materials and knowledge gained from analyzing preceding cases to inform your discussion and analysis of current and future cases,
- ❖ proof read your work carefully.

1. Individual case report and presentation (10%). Each student will have one chance to present a case study from the textbook. The purpose is to gain more in depth understanding of a specific HR practice, practice presentation skills, and spark further discussion with the class. 7 points are allocated to the report, and 3 to the presentation.

You can select a topic among the following: fairness and compliance (Ch.3), HR planning (Ch. 4), job analysis (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), benefits (Ch. 12), health, safety & well-being (Ch13.). Individual students will study alone their chosen chapter, analyze the case, make answers to the case questions, and are

encouraged to find additional external sources to substantiate their answers (eg. work experience, articles, current events to compare and contrast with material from the textbook).

Students should submit their report to Dropbox by 9:00pm on Saturday before the week when you are assigned to present your case study (late submission will lower your grade). For example, a student selects fairness and compliance (Ch.3). As this topic will be covered on Monday, September 24, the student should submit to the Dropbox their written report by 9:00pm on Saturday, September, 22.

The cases are at the end of each chapter. 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. A clear and thoughtful presentation, leading into a good discussion with the class will be highly rated. **The written report should have around 2-4 double-spaced pages (plus references), using 12-point font and 1 inch margins.** You can use power point slides for your presentation. The presentation should be **limited to 10minutes** and include a maximum of 7 slides.

Individual case assignments will be planned and determined on **Monday, September 17**. Until then, students can have enough time to look over the chapters and cases for your priority decision. Up to three students will be presenting individually on the same topic the same day.

2. Group Research Project (25%)

This project is designed to build your teamwork, communication, research, analytical, and project management skills. 20 points are allocated to the report, and 5 to the presentation.

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 resource function, focusing on the alignment of HR practices with business strategy needs. You can, and should, apply concepts covered throughout the class to your project. Also, you can proactively add what your team finds 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 group report will be completed in groups of 3-5 people. The last two class periods will be devoted to presentations of final reports. The written report should be around **25-30 double-spaced pages (plus references and appendices if needed) 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.

Team research project guidelines and due dates:

Sep 17: 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. Each team will prepare for a 1-page report listing the members of the project team, and HR practices of interest.

Sep 24: All teams must **submit online the 1-page report** before starting the class.

Oct 8: 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 12: 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 26: All teams have class time to finalize written reports of team research project during the second half of the class. Submit your **one or two page executive summary** that highlights the key points of your report.

Dec 3: After the final exam, all teams have class time to prepare for team research project presentations.

Dec 10: Teams present their reports to the class. Groups turn in their final reports. Late reports will not be accepted, or at the instructor's discretion will be heavily penalized.

3. Participation (15%). You are expected to be a full participant and learning partner in this course. This means sharing your own views and experience, completing and submitting all assignments (including those that are not assigned a letter grade), and being actively engaged in your own learning. Doing the work but not participating in discussions reduces your own learning as well as the learning of your classmates. Not carrying your weight on team projects has a detrimental impact on both you and your classmates. Dysfunctional participation also detracts from the experience of everyone in our class. Participation grade can be augmented by providing relevant current event information.

4. Two Exams (50% total). Two exams will be given to test your understanding of the course material, including ALL readings, cases, assignments, and class discussions. The exams will

include multiple choice, true-false questions that test your comprehension of the course. The second exam is non-cumulative, that is covering the second half of the course.

Extra Credit – Current events

For students whose earned points in the class put them just below the next highest grade, the determination to award the higher grade will be determined on the basis of the provision to me of current materials you bring me from current jobs, articles, newspapers, YouTube etc. that pertain to the subject matter of the course. You can also consult Internet resources at the end of each textbook chapter and highlight an interesting and current piece of information from one of the web resources. These must be materials that can be relevant to share with your classmates in this course and teaching the course in the future (e.g., recent article 2011-2012, nothing proprietary or intended to be kept private by the organization). Provide a brief summary of why this material is relevant – and provide the source of the material (upload in dropbox and share a copy in class). These materials must be given to me as soon as is pertinent to share with the class but no later than **Nov 26** to be considered in the final grade determination.

Acknowledgment: This syllabus is adapted from instructional materials Professors Susan Jackson and Stanley Gully have shared, allowing the class to leverage their extensive teaching and researching of human resource management. Thank you!

GRADING

We're all here because effectively managing human resources is important and exciting. Everyone will have the opportunity to do well in this course. The grading scale is as follows:

Items	Points
Individual case report and presentation	10
<i>7 points for report, 3 for presentation</i>	
Team case report and presentation	25
<i>20 points for report, 5 for presentation</i>	
Attendance & participation	15
Mid-term Exam	25
Final Exam	25
Total	100

Grade	Points
A	90-100
B+	85-89
B	80-84
C+	75-79
C	70-74
D	65-69
F	< 64

TENTATIVE AGENDA

Week	Date	*	Topic	Readings
1	9/10		Introduction to the Course & HR Management	Chapter 1
2	9/17		Internal & External Environment	Chapter 2
3	9/24	*	Fairness & Legal Compliance	Chapter 3
4	10/1	*	Planning & Change	Chapter 4
5	10/8	*	Job Analysis & Competency Models	Chapter 5
6	10/15	*	Recruitment & Retention	Chapter 6
7	10/22		Mid-term Exam Team Project Work	
8	10/29	*	Selecting Employees	Chapter 7
9	11/5	*	Training & Development	Chapter 8
10	11/12	*	Performance Management	Chapter 9
11	11/19	*	Compensating Employees; Incentives & Rewards	Chapters 10-11
12	11/26	*	Benefits & Health; Human Sustainability	Chapters 12-13
13	12/3		Final Exam Team Project Work	
14	12/10		Team Presentations	

* denotes days for Individual Case Presentations

All chapters are from the textbook: Jackson, Schuler & Werner (2012).

Please check website for latest agenda, additional materials, and readings.