

**HR Strategy IV: Designing and Implementing Human Capital Strategies in an Era of
Change (38:533:690:02)**
Spring, 2013

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Office Hours: By appointment

Class Meets: Wednesday, 7:20-10:00, 004 Janice Levin Building

Overview

This seminar is a capstone course designed to prepare you for your career in the HR profession or to move to a new level in your career if you are currently working in HR. I have three major goals in the course. The first is to discuss the major forces shaping the HR context today and consider the implications of these forces for how HR is managed and for how you should manage your career. The second is to understand the intersection of these forces, HR, and business strategy for your activities as a professional. The final goal is to continue the process of personal skill development, which includes obtaining career advice and learning more about how you are perceived in a professional context (e.g., interviewing).

This course probably is structured differently from most classes you have taken. First, there are no books that you have to purchase externally. Second, I have relatively few assigned readings but you will be expected to do read and do research in preparation for the class. I will call on people at random throughout the semester, assuming that you have done background research on the topic. Third, you will have a paper but it is an individual paper. Fourth, you will help to create the experience. You will be asked to do research every week and share your findings through discussions and dialogues with other students. Fifth, I hope to have at least one speaker who will share his or her knowledge, wisdom, and experiences with you.

Major forces to consider include the following:

- The Economy
- Globalization & Global Politics
- Technology
- Shifting Demographics and Skill Base
- Healthcare & Benefits
- Nonstandard Work Arrangements
- Corporate Social Responsibility, Regulation, and Ethics
- Resources

We can evolve, edit, or change these forces based on class discussion and input.

Each week we will tackle a given topic. I believe you typically will not have a faculty member telling you what to read when you do your job as a professional. Therefore, you must develop the capability to conduct research on a given topic on your own, engage in critical thinking, and draw conclusions about the next steps for strategic action. I will ask you to do the same in preparation for the various topics in the class. For each week in which we tackle a topic you will be asked to do individual research on the topic in question. I have provided some links and articles as an initial point of departure but you are expected to do work and research on your own.

Guided Collaborative Discussions

Specific groups of individuals will be asked to guide the discussion by doing research in advance and preparing some form of summary or interactive experience to guide the class. This will be in lieu of conducting a group project. You will be asked to supply at least ONE WEEK IN ADVANCE a minimum of one recent (e.g., 2012-2013) article to read on the topic that you believe captures important themes (maximum of three). You should consider the following issues when preparing:

1. Defining the force to be considered, explain what you think is happening, and explain why you think it is occurring.
2. Consider different potential outcomes of the force (e.g., worst case/best case scenarios, impact of different events, etc.).
3. The implications of points 1 & 2 for the profession of HR as a whole.
4. The implications of points 1 & 2 for individual preparation as an HR professional.

This is a critical component of your grade so you should make sure you are diligent in the preparation of the content.

Required Materials

A variety of readings and ancillary resources are available on Sakai. You are expected to look over these, read some in detail, and find external resources that augment your understanding of the topic at hand.

Instructions for Sakai

1. Go to <http://sakai.rutgers.edu>
2. Login using your Rutgers netid and password
3. Click on the tab “2013 Sp HR Strategy IV”
4. If you do not see the tab “2013 Sp HR Strategy IV” then contact me at gully@rci.rutgers.edu because you may not be on the roster.
5. Click on Resources to download files for the course when they become available.
6. Make sure you check your Rutgers e-mail regularly or set up a forwarding address.

Grading and Course Requirements

The course is a combination of class discussions, collaborative presentation & guided discussion, an exam, and one paper. Typically, the class discussions will flow from each topic. Participation is critical and I will be grading you on the degree to which you come prepared and facilitate discussions throughout the course. Active learning is one of the most powerful tools for understanding and interpreting complex networks of causal factors. I expect every person to come prepared to talk about what is happening in the world of HR. As mentioned before, I will call on people at random from time to time and I expect every person to be fully prepared to discuss the topics at hand.

Grading:

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| 1. Assigned collaborative discussion | 25% |
| 2. General class discussion & participation | 25% |
| 3. Exam | 25% |
| 4. Paper | 25% |

Individual Paper

For your paper you will be asked to complete a self-evaluation of the implications of the topics we have discussed for your self-development and preparation for your future role in HR.

- (1) Begin by defining success for yourself
- (2) Conduct a SWOT analysis on your own capabilities
- (3) Pick 2-4 trends and describe what you have learned about HR careers, industry dynamics, future trends, etc. that relate to your goals for success
- (4) Consider the implications of point (3) for how business is conducted and for HR as a profession
- (5) Consider the implications of points 1-4 for your professional future
- (6) Identify skill sets, experiences, etc. that you will require to address points 1 through 5..

The paper should be based on class discussions and research, not only opinion. I want you to truly research and explore the topics and draw logical, coherent conclusions from what you find. Make sure you do not block and copy the work of others and cite the work of others whenever appropriate.

Sources of Business Information:

Company websites

Annual reports (often available at company websites)

Fortune

Business Week

Fast Company

www.sec.gov

www.sandp.com

www.motleyfool.com

moneycentral.msn.com/investor/

www.libraries.rutgers.edu then select “Subject Research Guides” then select “Business” (then select “Company Research” as a good place to start (but some of the other links are useful as well))

Integrity

All work in the course is expected to be your own. I urge you to familiarize yourself with Rutgers’ policies on academic integrity, as they will be adhered to in this course. Violations of academic integrity (e.g., cheating, plagiarizing, etc.) will not be tolerated. Any material taken or adapted from another’s published or unpublished work must be given clear credit via a citation that includes the web link, if applicable. Please see http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf for information about the Policy on Academic Integrity. Please see <http://policies.rutgers.edu/PDF/Section10/10.2.11-current.pdf> for information about the Code of Student Conduct. You will be asked to submit an affirmation of academic integrity with your presentation materials and your final paper. Please read, check off, and sign the form when submitting your paper and presentation.

Policy on Audio or Visual Recordings

The recording and transmission of classroom lectures and discussions by students is prohibited without written permission from the class instructor and all students in the class as well as guest speakers have been informed that audio/video recording may occur. Recording of lectures or class presentations is solely authorized for the purposes of individual or group study with other students enrolled in the same class. Permission to allow the recording is not a transfer of any copyrights in the recording. The recording may not be reproduced or uploaded to publicly accessible web environments. You cannot share any part of any recording without express written permission by all parties potentially affected by the recording.

Recordings, course materials, and lecture notes may not be exchanged or distributed for commercial purposes, for compensation, or for any other purpose other than study by students enrolled in the class. Public distribution of such materials may constitute copyright infringement in violation of federal or state law, or University policy. Violation of this policy may subject a student to disciplinary action under the University's Standards of Conduct.

Exception:

It is not a violation of this policy for a student determined by the Learning Needs and Evaluation Center ("LNEC") to be entitled to educational accommodations, to exercise any rights protected under Section 504 of the Rehabilitation Act of 1973 and the Americans with Disabilities Act of 1990, including needed recording or adaptations of classroom lectures or materials for personal research and study. Such recordings of lectures or class presentations is solely authorized for the purposes of individual or group study with other students enrolled in the same class. Permission to allow the recording is not a transfer of any copyrights in the recording. The restrictions on third party web and commercial distribution apply in such cases.

Destruction of Approved Recordings:

Students must destroy recordings at the end of the semester in which they are enrolled in the class unless they receive the instructor's written permission to retain them or are entitled to retain them as an LNEC-authorized accommodation.

If you have any problem completing coursework, please let me know immediately. Informing me of potential situations that will interfere with your best performance in class BEFORE they become problems will make it possible to minimize their impact on your learning of the material and ultimate course performance.

Date	Topic	Details/Facilitators
1/23	Introduction / Overview The Meaning of Success	<i>Read at least 3 articles on Sakai or find your own</i> <i>*Define Success</i>
1/30	Interface of Business and HR Strategy	<i>Read at least 3 articles on Sakai or find your own</i> <i>Listen to "The New Job Market"</i> <i>Identify likely business and HR strategic trends</i> <i>*Determine implications of the business and HR strategy interface for your career</i>
2/6	Interviewing & Negotiating Skills	<i>Read at least 4 articles on Sakai or find your own</i> <i>*Prepare elevator speech</i> <i>*Identify 5 good tips for resume writing</i> <i>*Identify 5 good tips for interviewing</i> <i>*Identify 5 good tips for negotiating</i>
2/13	Major Trends & Impact	<i>Read Dec 2012 NRC Global Trends</i> <i>Read at least 2 other articles on Sakai or find your own</i> <i>*Prioritize which trends will have the most impact on HR and your career over the next 10 years</i>
2/20	Economic Forces	<i>Read Jan 2013 Ending the Era of Ponzi Finance</i> <i>Listen to "Our Confusing Economy Explained" (40 minuts)</i> <i>Read at least 2 other articles on Sakai or find your own</i> <i>*Determine what you think will be the likely pattern of the U.S. and global economy over the next 5 to 10 years</i>
2/27	Globalization & Global Politics	<i>Read at least 4 articles on Sakai or find your own</i> <i>Listen to KW_Globality_Sirkin</i> <i>*Determine how you think globalization and global politics will impact HR and your career over the next 5 to 10 years</i>
3/6	Shifting Demographics and Skill Base	<i>Read either 2011 UN or 2011 RAND Report on global demographics</i> <i>Read 2008 RAND Report on Skills</i> <i>Read at least 2 other articles on Sakai or find your own</i> <i>*Determine how changes in demographics and skill base will impact HR and your career over the next 5 to 10 years</i>
3/13	Healthcare & Healthcare Legislation Benefits and Wellness	<i>Visit http://www.healthcare.gov/law/index.html and learn more about the law</i> <i>Read at least 4 articles about health, wellness and benefits</i> <i>*Determine how changes in healthcare,</i>

		<i>legislation, benefits, and wellness will impact HR and your career over the next 5 to 10 years</i>
3/20	SPRING BREAK!	
3/27	Nonstandard Work Arrangements	<i>Read at least 4 articles about nonstandard work arrangements *Identify key trends in work arrangements and determine how changes work structure will impact HR and your career over the next 5 to 10 years</i>
4/3	Technology	<i>Read at least 4 articles about technology *Identify key impacts of technology on work and determine how technological changes will impact HR and your career over the next 5 to 10 years</i>
4/10	Project Work Session	
4/17	Corporate Social Responsibility and Ethics	<i>Read at least 4 articles about CSR and ethics *Determine how CSR and ethics will shape business now and in the future and evaluate how these trends will impact HR and your career over the next 5 to 10 years</i>
4/24	Resources	<i>Read at least 4 articles about resources *Determine how resource needs and availability will shape business now and in the future and evaluate how this will impact HR and your career over the next 5 to 10 years</i>
5/1	Future of HR and Your Career	<i>Integration of topics</i>
5/8	Papers Due	
5/15	Exam	