

**HR Strategy IV:  
Designing and Implementing Human Capital Strategies in an Era of Change**

**Fall 2012**

**Room:**

**Wednesday 7:20-10:00 –Room 103 Janice H. Levin Building  
Thursday 1:00-3:30 – Room 004 Janice H. Levin Building**

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**OVERVIEW**

This course is designed to expose you to many of the trends and issues facing companies and HR professionals and to examine why certain companies outperform their competition and gain sustainable competitive advantage through the management of human capital and what you can do as an HR professional to deal with these issues. The key focus of this class is to explore how emerging trends and issues (Challenges) influence: (1) business, and (2) HR Management (*job design, staffing, training & development, compensation and incentives, performance management*). The learning objectives are to:

- Develop your conceptual understanding of strategic human resource management
- Improve your capabilities to create human resource strategies
- Practices coping with business challenges you will face in HR.

**COURSE REQUIREMENTS**

The course employs a variety of teaching methods including lectures, discussions, in-class exercises, case studies / analyses and presentations. Your grade for this course will be based on your performance on a number of different activities:

Participation	10%
Individual Exam	30%
Team “In The News” Presentations	30%
Team Project	30%
Total:	100%

## **INDIVIDUAL WORK**

**Participation (10%).** As a class member, you are responsible for helping to create a positive, learning environment. This means listening attentively to others, sharing your own views and experiences, bringing in relevant current information, and in general contributing to our learning process. Dysfunctional participation, such as the use of cell phones, side conversations, and frequent tardiness or absence also detracts from the experience of everyone in our class. The primary ground rules for this course are:

- **On-Time Attendance** at all classes and participation is expected of graduate students and professionals.
- **Quality NOT Quantity** - Participation does not mean sharing every single idea that occurs to you, disrespecting others' comments, or dominating the discussion. As a general rule – quality of contribution will always be rated higher than quantity of contribution.

**Individual Examination (30%).** The comprehensive exam will cover the principles discussed in the course, “in the news” presentations, and class discussions that will test your ability to apply the key concepts from the class to organizational scenarios. The exam will include short-answer, essay, and situational questions.

## **TEAM WORK**

**In The News (30%).** Most class periods during the semester have a dedicated portion to topics “In The News.” This portion of the course is geared to provide students with

- an opportunity to apply course concepts to current scenarios in businesses,
- a chance to analyze the business scenarios, and
- develop a recommendation and action plan for how to move forward to address the issue or similar issues.

The requirement for this section of the course is for each team to be prepared to present a current issues/event and discuss in class the current business issue (an industry trend, labor force trend etc.) that is relevant for that class period, discuss the implications of the issue for managing people in organizations, and develop a HR strategy action for addressing the issue. Teams should be prepared to:

- (a) Distribute relevant reading materials from ‘in the news’ (ie. Publications, online article, etc.) the week before their presentation,
- (b) Make a 10 minute presentation regarding their topic and,
- (c) Lead a 10 minute discussion about the implications of the topic for managing people and the HR profession – in this portion you are teaching us how to prepare for the issue you have discussed.

Members of the team are expected to demonstrate that they have significant expertise about the topic, beyond what it included in the “in the news” resources distributed to the class in the prior week.

***Picking your readings – You should pick two readings for each week:***

- a) Something scholarly with an overview of the issue, and***
- b) something in the news on the issue as well.***

**Team Project (Report and Presentation) (30%).** The team project requires each team to demonstrate the ability to design an HR system building on the concepts of internal and external alignment. The team is to select a current event (industry trend, economic trend, etc.) and develop an HR strategy to successfully deal with the trend/issue. Your paper must include:

- 1) A very clear description of the trend/issue and its major implications for business
- 2) Clear explanation of the impact on managing people – its impact on your employees needed:
  - a. Ability (KSAs),
  - b. motivation/effort,
  - c. opportunities to contribute.
- 3) Thorough explanation of an ideal HR system (ie., the three primary HR activities that specifically addresses the issues you identify for the employees and their needed AMO)
- 4) Identify the major concerns/hurdles you anticipate you would encounter with implementing your system and develop strategies for overcoming those hurdles related to implementation of your system.

A successful team report will:

- Most likely be between 15 and 20 single spaced pages of text (Excluding appendices).
- There is no limit to the number of appendices that you may use to supplement your report.
- You are required to appropriately reference all sources of information that your team uses in the report.
- Be insightful and well written.

**Presentations** - The presentation is intended to simulate a dialogue between you and the Chief Executive Officer about your recommended HR strategy. The instructor will play the role of the CEO. Your objective is to “sell” your program and be prepared to answer tough questions by the CEO who has the responsibility for approving or not approving your recommended program. Your presentation must be very concise yet you must be prepared to answer specific questions in detail that may or may not be directly addressed in your report.

**SPRING 2012 HR IV**

<b>Date</b>	<b>Topic</b>	<b>TO DO</b>
Week 1 Sept 4, 5	Introduction / Overview Principles of Effective HR systems: <ul style="list-style-type: none"> <li>Understanding HR Challenges</li> <li>Internal and External Alignment</li> </ul>	Meet your team members Identify your topics
Week 2 Sept 12, 13	Organizational Challenges – Strategy and Competitive Rivalry <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Business Strategies, Corporate Strategies (Mergers, Acquisitions, etc.), Competitive Intensity, Industry Dynamics</li> </ul>	Teams 1, 2 & 3 Handout Readings for week 3
Week 3 Sept 19, 20	Organizational Challenges – Company Characteristics & Culture <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Size, Stage of Development, Company Structure, Company Culture</li> </ul>	<b>Team 1 - Culture</b> <b>Team 2 – Structure</b> <b>Team 3 - Stage of Dev.</b>  Teams 4, 5 & 6 – Handout Readings for week 4
Week 4 Sept 26, 27	Organizational Challenges – Employee Concerns #1 <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Justice/Fairness, Psychological Contracts, Work / Life Balance</li> </ul>	<b>Teams 4 – Justice</b> <b>Team 5 – Work /Life</b> <b>Balance</b> <b>Team 6 – Psych Contract</b>  Teams 1, 2 & 3 – Handout Readings for week 5
Week 5 Oct 4, 5	Organizational Challenges – Employee Concerns #2 <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Commitment and Engagement, Job stress and Burnout, turnover</li> </ul>	<b>Teams 1 – Commitment</b> <b>Team 2 – Engagement</b> <b>Team 3 - Stress and</b> <b>burnout</b>  Teams 4, 5 & 6 – Handout Readings for week 6
Week 6* Oct 10,11	Organizational Challenges – Manager Concerns - <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Non-HR managers’ role in HR systems, cooperation between HR departments and non-HR managers, leadership styles and the implementations of HR practices</li> </ul>	<b>Team 4 – Non-HR</b> <b>managers’ role</b> <b>Team 5 – Cooperation</b> <b>between HR and non-HR</b> <b>Team 6 – Leadership</b> <b>style</b>  Teams 1, 2 & 3 – Handout Readings for week 7
Week 7 Oct 17, 18	Environmental Challenges – Labor Force Trends <ul style="list-style-type: none"> <li><i>Sample Topics:</i> The Aging Workforce, Demographic Trends, Occupational Patterns</li> </ul>	<b>Team 1 –Migration</b> <b>Team 2 – Knowledge</b> <b>workers</b> <b>Team 3 – Aging</b> <b>Workforce</b>

		Teams 4, 5 & 6 – Handout Readings for week 8
Week 8 Oct 24, 25	Environmental Challenges – Globalization <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Global Strategies, Offshoring, Expatriate management, Global competition for talent</li> </ul>	<b>Team 4 - Offshoring</b> <b>Team 5 - Repatriation</b> <b>Team 6 – Global political regions</b> Teams 1, 2 & 3 – Handout Readings for week 9
Week 9 Oct 31, Nov 1	Environmental Challenges – Technology <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Internet based competition, Automation of jobs and/or processes, Telecommuting, Virtual Teams</li> </ul>	<b>Teams 1 – Internet based competition</b> <b>Team 2 – Automation of jobs and/or processes</b> <b>Team 3 – Telecommuting and/or virtual teams</b> Teams 4, 5 & 6 – Handout Readings for Week 10
Week 10 Nov 7, 8  LEPAK	Environmental Challenges – Ethics <ul style="list-style-type: none"> <li><i>Sample Topics:</i> Social Responsibility, Understanding stakeholder concerns</li> </ul>	<b>Team 4 – Social Responsibility</b> <b>Team 5 – Corp Governance</b> <b>Team 6 - Ethics</b>
Week 11 Nov 14, 15	Putting it all together - Lessons Learned Overcoming Implementation Hurdles <ul style="list-style-type: none"> <li>Misalignment</li> <li>Policies versus Practices</li> <li>Communication / Expectations</li> </ul>	
Week 12 Nov 21, 22	<b><i>Thanksgiving Break – GROUP TIME</i></b>	
Week 13 Nov 28,29	<b><i>In Class Examination</i></b>	
Weeks 14-15 Dec 5, 6 Dec 12,13	<b><i>Team Presentations with Professor – Scheduled 1 hour meetings with each team</i></b>	
<b>Dec 17<sup>th</sup> (or earlier)</b>	<b>Team Paper Due @ 5:00 p.m.</b>	