

**HRM AND INNOVATION**  
**For Countries, Companies and Individuals**

**Elective Course**

**Spring 2013, Tuesdays**

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**Tentative: 1/23/13 Latest**

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## **COURSE OVERVIEW**

More than ever, countries and companies will be successful only on the basis of how well they can innovate, that is, develop, create and deliver new products and services that satisfy the needs of customers worldwide. Gone are the days of being able to compete on the basis of low cost. Only by creating and implementing strategies of innovation can countries and companies attain and retain a competitive advantage and achieve growth and profitability in the global marketplace. So today there is an imperative for innovation!

Fortunately for us in HRM, there are many things that we can do because creating and implementing strategies for innovation is largely about managing human resources. In fact, in today's global environment, innovation is regarded by many countries and companies as one of the most significant global talent management challenges they face.

In this new elective we will discuss exactly what it means for countries and companies to enhance their level of innovation through specific HR policies and practices. By the end of our course, you will know how to help companies increase their level of innovation. You will also know what it means for you to be an innovative employee. For you to be successful in your career, you will need to be creative and innovative all the time! So we will also discuss this in detail.

It will be most helpful if you have had many previous courses in the MHRM program, especially HR1-4 and MGW.

### **Learning Objectives and Goals:**

- For you to learn as much as possible about HRM and innovation that you can use in the companies that you work for;
- For you to know just how important HRM can be in fostering and facilitating innovation in companies;
- For you to have many opportunities to become comfortable speaking before groups;
- For you to feel that you are treated fairly;

- For you to feel that it is important to be innovative and creative to maximize your career success;
- For you to have a great team experience; and
- For you to feel that the class was one of the best you have taken.

### Assumptions

1. You enjoy learning about innovation in companies and the implications for managing people.
2. You think, as an HR professional, that it is important to know about HRM and innovation.
3. ***You will silence your pagers, beepers and cell phones in the classroom. Pls. no texting.***
4. Working as effectively as possible requires effective teamwork.
5. You will be dedicated to learning as much as possible about HRM and innovation.
6. That you will use the laptops in the classroom for work only related to our class activities: ***Audio or video recording of classes done only through permission of instructor.***
7. That you have had most of the HR courses in our MHRM program.
8. That you visit all the websites and read all the materials on them that are linked to the power points that we use in class.

### COURSE REQUIREMENTS

1. **Individual Work: Participation in class: Two big parts**
  - a. The first part of your participation grade will be based on **three** separate articles/reports that you present as “Current Events” on three different dates. The dates of your presentations will be randomly selected on the first day we meet. Each presentation should be about 5-7 minutes. Select an article/report that fits for the days you present. You can find many on websites and in the newspapers and magazines. **So that you can spend more time on the preparation of your presentation, you may wish to select a story from the websites and papers posted on our Sakai site for each day we meet.** First presentations (approx. 5-9 slides) begin on the 3<sup>rd</sup> class meeting (2/5). More than one person can use the same article, but they should discuss so they cover different ideas. Two people could present together also. **PLEASE SEND YOUR SLIDES TO ME ONE DAY BEFORE YOUR PRESENTATION.**
  - b. Participation is also determined by your participation in class discussions. Your knowledge of the materials provided on all the websites will be very important. So please plan to read all the materials linked on all the websites listed. Your participation is also determined by your involvement in all of your group's activities, including your Learning Team.

*Failure to make a positive and regular contribution to your team and to our class discussions will reduce your participation points and most likely your grade, up to half a grade per daily basis. Please be ready to **volunteer** your knowledge as well as **respond** to questions from the instructor.*

Dysfunctional (non-classroom applications) inappropriate use of laptops/cell phones/smart phones/tablets and side conversations are counter to our understanding of trust and consequently results in points lost as well. To maximize your participation and learning, daily attendance is necessary. Plan on each missed class being up to -4 points.

**2. Team Work: Written HRM and Innovation Project**

- a. Your team chooses a topic it is interested in and does a great job researching and writing a paper due at the end the semester. The end of each class is for teams to work together on this project. I will plan to come around and meet with each team to discuss and answer any questions. About 40-50 pages long.

**3. Team Work: Presentations on Your Project**

- a. Plan to make: 1) an oral team progress report to the class on: **2/19** and then again on **4/2** of 3-5 minutes (fewer than 10 power point slides will do; and 2) an oral presentation on **4/30** of about 25 minutes. For your oral presentation on the last class day and in your paper, please make liberal use of exhibits. Use a common set of power point slides, font type, etc. Please use and cite as many sources as possible. Include all slides in final presentation (include first two as an appendix).

You must submit one copy of the completed and signed form, "Team Project Work Report," and one copy per person of the "Personal Activities Log" for your team's MNE Project. (Due on or before **5/7/13**, 5pm, 202 Levin).

**BEING A RESPONSIBLE TEAM MEMBER IN THIS CLASS AND ALL OTHERS IN SMLR IS A MARK OF A TRUE PROFESSIONAL, SO WE EXPECT NOTHING LESS!** So please meet early with your team and decide how things will be done, e.g., file sharing and editing of others comments/suggestions; and who will do them by what time.

**GRADING STRUCTURE**

- 1. CE Presentation (10 pts each) 30%
  
- 2. Daily in class and team participation (20 pts) 20 %

3. Team Project	
a. Written paper and slides	35%
b. Oral presentation	15%
<b>Total (100 pts)</b>	<b>100%</b>

**PLEASE NOTE:** You are expected to be a full participant in team cases and projects both within and outside of class. Attending class but not participating (or engaging in side conversations or using your laptop for non-class work) does not provide us with a basis for giving you a satisfactory grade and will subtract points. Not carrying your weight in your team can also have detrimental impact on your grade that may go well beyond your regular participation grade.

## **GRADING**

We're all here because effectively managing human resources is important and exciting. You can do as well as you want to. The grading scale, which has to be followed precisely, is as follows:

- A 100-95
- B+ 94-91
- B 90-84
- C+ 83-81
- C 80-74
- F 73-0

## **READING MATERIALS**

To facilitate our intense discussion of the key topics it will be very important to read:

### **1. Text/Articles: Required Readings. Please read these for sure.**

- a. R. Schuler, "Fostering and Facilitating...", *Human Resource Management*, 1984
- b. R. Schuler and S. Jackson, "Linking HR Practices...", *Academy of Management Executive*, 1987
- c. R. Schuler and S. Jackson, "Managing HR for Innovation and Learning," 2001.
- d. I. Tarique and R. Schuler, "Global Talent Management: Literature Review, Integrative Framework, and Suggestions for Further Research," *Journal of World Business*, April, 2010.
- e. R. Schuler, S. Jackson and I. Tarique, "The Global Talent Management Challenge: Drivers and HR Actions for Dealing with Global Talent Challenges," A Chapter in H. Scullion and D. Collings, *Global Talent Management* (London: Routledge) 2010.
- f. R. Schuler, S. Jackson and I. Tarique, "Global Talent Management and Global Talent Challenges: Strategic Opportunities for IHRM," *Journal of World Business*, October 2011.
- g. "HRM and Innovation HRM paper," 2011.

- h. Also read all the papers, reports and website descriptions that are found as links at the bottom of the many power point slides that we have for each session of class. Also read all the materials in the references listed at the end of the last session of class.

## **2. SAKAI: Articles/Power Point Slides**

You will find many additional resources for our class discussions and your longer term career as an HR professional posted on our SAKAI site for class. Because events are always changing, our SAKAI is constantly updated to reflect these new events. This applies to our syllabus as well, so please check the latest revised date on a regular basis. It is expected that you will visit all the sites provided and read all the materials in them. This is very important for your participation grade as well.

**SCHEDULE OF EVENTS  
FOR OUR CLASS MEETINGS  
Spring 2013**

**SESSION:**

- |  |             |
|--|-------------|
| <b>1. Class Welcome, Introductions, Overview, Syllabus Discussion;<br/>Formation of teams (email please); Dates for CEs; Learning Team Formation;<br/>Team Project Formation</b> | <b>1/22</b> |
| <b>2. Overview HRM and Innovation<br/>Work on your team report</b>   | <b>1/29</b> |
| <b>3. Innovation Imperative at the Country Level and Individual Level<br/>Start CE presentations<br/>Work on your team project</b>   | <b>2/5</b>  |
| <b>4. Innovation Imperative at the Firm Level<br/>CE Presentations<br/>Work on your team project</b>   | <b>2/12</b> |
| <b>5. HR Policies and Practices; Strategic HR Planning Part I: Top Management<br/>CE Presentations<br/>Work on your team project</b>   | <b>2/19</b> |
| <b>Team Presentations on the status of your Team Project (about 5 slides)</b>  | <b>2/19</b> |
| <b>6. Strategic HR Planning Part I (cont'd): Culture and Firm<br/>Qualities I<br/>CE Presentations<br/>Work on your team project</b>   | <b>2/26</b> |
| <b>7. Strategic HR Planning Part I (cont'd): Firm Qualities II and III<br/>CE Presentations<br/>Work on your team project</b>  | <b>3/5</b>  |
| <b>8. Strategic HR Planning II: Employee Strategic Competencies<br/><br/>CE Presentations<br/>Work on your team project</b>  | <b>3/12</b> |
| <b>Break week 3/16-3/24</b>  |             |
| <b>9. Strategic Location Planning: Parts I and II; and Job Design</b>  |             |

	<b>CE Presentations</b>	
	<b>Work on your team project</b>	<b>3/26</b>
<b>10.</b>	<b>Recruitment , Selection, Diversity, Branding, and Engagement</b>	
	<b>CE Presentations</b>	
	<b>Work on your team projects</b>	<b>4/2</b>
	<b>Team Presentations on the status of their Team Project. Build from materials from 2/26. Not need more than 10 slides.</b>	<b>4/2</b>
<b>11.</b>	<b>Training and Development</b>	
	<b>CE Presentations</b>	
	<b>Work on your team project</b>	<b>4/9</b>
<b>12.</b>	<b>Performance Management and Compensation and Retention</b>	
	<b>CE Presentations</b>	
	<b>Work on your team project</b>	<b>4/16</b>
<b>13.</b>	<b>Implications for Firms and You</b>	
	<b>CE Presentations</b>	
	<b>Work on your team project</b>	<b>4/23</b>
<b>14.</b>	<b>Presentations by Teams on MNE Project</b>	<b>4/30</b>
	Teams give 20 minute presentations with power point slides (hard <b>and</b> e-copies pls)	<b>4/30</b>
	Team Project paper on analysis due on or before (hard <b>and</b> e-copies pls)	<b>5/7</b>
	Team Project Case Work Report due (1 per team)	<b>5/7</b>
	Personal Activities Log Sheets for Group analysis paper due (1 per person)	<b>5/7</b>

## HIGHLY USEFUL WEBSITES FOR YOUR TEAM PROJECT

The following websites are those maintained by government and nongovernmental organizations. They contain a lot of good information about nations and companies that are important for IHRM professionals to know about and check on a regular basis. They can help companies in many decisions, such as where to locate, etc. Most importantly for now, they can help your teams find the information can use! Many of these are listed on our Sakai site in various sessions. So there is a good chance you will see some references more than once!

Please plan to visit all these websites before you graduate:

<https://www.cia.gov/library/publications/the-world-factbook/index.html>

(country economic, size information)

[www.economist.com/countries/](http://www.economist.com/countries/) (country economic, political, population data here)

[http://www.eiu.com/site\\_info.asp?info\\_name=about\\_eiu&rf=0](http://www.eiu.com/site_info.asp?info_name=about_eiu&rf=0) (country information here too)

[www.doingbusiness.org](http://www.doingbusiness.org) (good for information on labor market regulations)

[http://news.bbc.co.uk/2/hi/country\\_profile/default.stm](http://news.bbc.co.uk/2/hi/country_profile/default.stm) (country profiles)

<http://www.weforum.org/pdf/GCR09/GCR20092010fullreport.pdf> (12 pillars are here)

[http://www.atkearney.com/images/global/pdf/2010\\_Global\\_Retail\\_Development\\_Index.pdf](http://www.atkearney.com/images/global/pdf/2010_Global_Retail_Development_Index.pdf) (people skills and availability around the world)

[http://www.atkearney.com/images/global/pdf/2010\\_Global\\_Retail\\_Development\\_Index.pdf](http://www.atkearney.com/images/global/pdf/2010_Global_Retail_Development_Index.pdf)

<http://www.bls.gov/fls/chartbook/chartbook2010.pdf> (wages around the world)

[http://www.mckinsey.com/mgi/publications/role\\_of\\_us\\_multinational\\_companies/index.asp](http://www.mckinsey.com/mgi/publications/role_of_us_multinational_companies/index.asp)  
(competitiveness of MNEs and data on US MNEs)

[https://sakai.rutgers.edu/access/content/group/92b2d77a-9674-4525-a918-ccc097bc68da/Session%208/achievement\\_gap\\_report.pdf](https://sakai.rutgers.edu/access/content/group/92b2d77a-9674-4525-a918-ccc097bc68da/Session%208/achievement_gap_report.pdf) (educational attainment gaps)

<http://www.bls.gov> much good information about countries for comparisons

[www.geerthofstede.com](http://www.geerthofstede.com) [www.worldbusinessculture.com](http://www.worldbusinessculture.com) [www.ediplomat.com](http://www.ediplomat.com) (good country culture information)

[www.ilo.org/dyn/natlex](http://www.ilo.org/dyn/natlex) (the international labour organization) [www.oecd.org](http://www.oecd.org)

[www.asianamerica.com](http://www.asianamerica.com) ; [http://europa.eu.int/comm/enlargement/index\\_en.html](http://europa.eu.int/comm/enlargement/index_en.html)

[www.business.gov](http://www.business.gov) [www.ilo.org](http://www.ilo.org) [www.dol.gov](http://www.dol.gov) (information on labor conditions, and wages, internationally) [www.unsustainable.org](http://www.unsustainable.org) [www.worldbank.org](http://www.worldbank.org) [www.imf.org](http://www.imf.org)

[www.allafrica.com](http://www.allafrica.com) [www.oas.org](http://www.oas.org) [www.littleindia.com](http://www.littleindia.com) <http://knowledge.wharton.upenn.edu/india>

[www.labour.nic.in/](http://www.labour.nic.in/) [www.aflcio.org](http://www.aflcio.org) [www.cyborlink.com](http://www.cyborlink.com)

[www.indiagov.org](http://www.indiagov.org) [www.eurunion.org](http://www.eurunion.org) [www.aseansec.org](http://www.aseansec.org) [www.apec.org](http://www.apec.org)

**The following are consulting companies that often publish important papers so it is good to check their websites on a regular basis:**

[www.atkearney.com](http://www.atkearney.com)

[www.mckinsey.com](http://www.mckinsey.com)

[www.pwc.com](http://www.pwc.com)

[www.towerswatson.com](http://www.towerswatson.com)

[www.bcg.com](http://www.bcg.com)

[www.mckinseyquarterly.com](http://www.mckinseyquarterly.com)

<http://knowledge.wharton.upenn.edu>

[www.deloitte.com](http://www.deloitte.com)

[www.kpmg.com](http://www.kpmg.com)

[www.ddi.com](http://www.ddi.com)

[www.booz.com](http://www.booz.com)

[www.strategy+business.com](http://www.strategy+business.com)

[www.ocrworld.com](http://www.ocrworld.com)

[www.bna.org](http://www.bna.org)

[www.adl.com](http://www.adl.com)

[www.economist.com](http://www.economist.com)

[www.pwc.com](http://www.pwc.com)

[www.ibm.com](http://www.ibm.com)

[www.novartis.com](http://www.novartis.com)

**The following are websites of HR professional organizations around the world.**

[www.shrmglobal.org/](http://www.shrmglobal.org/)

[www.shrm.org](http://www.shrm.org)

[www.cipd.org.uk](http://www.cipd.org.uk)

[www.ahri.com.au](http://www.ahri.com.au)

[www.wfpma.org](http://www.wfpma.org)

[www.hrci.org](http://www.hrci.org)

