Online MHRM Capstone:
Aligning HR and Business Strategies
38:533:TBD
Spring 2021

Professor: Bill Castellano
E-Mail:castellano@smlr.rutgers.edu
Virtual Office Hour:
Tuesdays 5:00 p.m. – 6:00 p.m. EST

OVERVIEW

In this course, you will apply all what you have learned in this program to design an HR strategy to support the business strategy of your firm. The primary objectives of this course are to (1) deepen your understanding of how competitive pressures and various other external forces influence the evolution of your organization's approach to managing human resources, and (2) strengthen your ability to examine why certain companies outperform their competition and gain sustainable competitive advantage through the management of human capital, and (3) identify and propose HR solutions to the ongoing challenges posed by those external and organizational pressures. The intent is to develop your conceptual understanding of strategic human resource management and your capabilities so that you can create human resource strategies and integrate them with the business challenges you will face in HR.

MHRM Learning Objectives

Cognitive Skills and Process
The cognitive skills and process area reflects the goal for SMLR programs to help students develop skills central to lifelong learning and participation in society and the workplace.
Learning Categories:
- Written & Oral Communication - Communicate effectively at a level and in modes appropriate to an entry level professional
- Quantitative Skills - Apply appropriate quantitative and qualitative methods for research workplace issues
- Research Skills - Demonstrate an ability to collect, analyze, and synthesize information to make logical and informed decisions impacting the workplace

Knowledge of Theory, Practice and Application
The knowledge of theory and application area reflects the goal for SMLR programs to ensure that students learn the key theoretical and foundation areas of study in their domains and realize opportunities to apply that knowledge to practice situations
Learning Categories:
- Theoretical Perspective - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.

- Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions.
- Application - Demonstrate an understanding of how to apply knowledge necessary for effective work performance.

Professional Development

Learning Categories:

- Professional Development – Demonstrate an ability to interact with and influence others in a professional manner

<u>**Academic Honesty**</u>

The rights of students will be protected to insure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies.

University Academic Integrity Policy:
http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf
Violations include: cheating, fabrication, plagiarism, denying others access to information or material, and facilitating violations of academic integrity.

Required Text

Castellano, William G. (2014). **Practices for Engaging the 21st Century Workforce: Challenges of Talent Management in a Changing Workplace.** Upper Saddle River, NJ: Pearson Education, Inc. ISBN 13:978-0-13-308637-9

Required Readings

Required readings can be purchased at Harvard Business Publishing at the link below:

https://hbsp.harvard.edu/import/731163

Class Material

The PowerPoint slides for the lectures and all other class material will be posted on the course's Canvas website.

<u>**COURSE REQUIREMENTS**</u>

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	150 points (15%)
Assignments	270 points (27%)
Case Studies	150 points (15%)
Class Project (Paper)	330 points (33%)
Class Project (Presentation)	100 points (10%)
Total:	1000 points (100%)

PARTICIPATION (15%)
Active learning is one of the most powerful tools for understanding complex concepts. Students can learn a tremendous amount from each other - you should feel free (and be prepared) to provide your comments, ask thoughtful questions, and share your own experiences with the class. Research shows that students learn more when they participate actively. For these reasons, participation is an important class component. As a class member, you are responsible for helping to create a positive, learning environment. This means sharing your own views and experiences, bringing in relevant current information, and in general contributing to our learning process.

Participation grade will be based on thoughtful and timely responses and replies to all **Discussion Questions** (120 points), and **timely submission** of all assignments and project (30 points).

ASSIGNMENTS (27%)
Students must submit their Power Point presentations by weekending 5:00pm. Late submitted assignments will be penalized. For all assignments, selected research sources must be appropriately cited when presenting trends, charts, models, etc.

Assignment 1: 21st Century Trends (30 points) Research the 21st century trends creating what pundits call the new normal, e.g., technological, global, labor force, economic, social and conduct an **in-depth analysis** of one trend that will be assigned to you by the professor. You need to present the evolution of this trend **over time to present**. Also, identify business threats and opportunities as a result of this trend. Prepare a Power Point presentation of your analysis and recommendations using charts, graphs, data, assessments, etc. Typical presentations are 5 – 10 slides.

Assignment 2: 21st Century Workforce (30 points) Research the 21st century workforce and create a demographic profile of one of the generational cohorts that will be assigned to you by the professor (Gen Z, Gen Y, Gen X, or Baby Boomers) by indicating its **size, characteristics, values and work preferences.** Also, identify an HRM program or benefit that is designed to engage someone with this demographic profile. Prepare a Power Point presentation of your analysis and recommendations using charts, graphs, data, assessments, etc. Typical presentations are 5 – 10 slides.

Assignment 3: SWOT Analysis (30 points) Describe your company's business strategy and competitive advantage. Identify the A positions that create the core competencies and competitive advantage. Conduct a SWOT analysis describing your organization's Strengths, Weaknesses, Opportunities, and Threats. As a result of the SWOT analysis, describe what this organization needs to do to ensure sustainable competitive advantage. Prepare a Power Point presentation of your business strategy, competitive advantage, A positions, SWOT analysis and recommendations. Typical presentations are 5 – 10 slides.

Assignment 4: Balanced Scorecard (30 points) Create a Balanced Score Card for your HR strategy and indicate the strategic Objectives, Measures, and Targets. Describe which of these strategic objectives apply to your A positions and describe the initiatives that must be performed by employees in A positions. Note, these objectives, measures, targets, and initiatives for employees in A positions must be included in your performance management, compensation and incentive plans in your HR strategy. Prepare a Power Point presentation of your balanced scorecard, specific measures and recommendations. Typical presentations are 5 – 10 slides.

Assignment 5: A Positions and HR Objectives (30 points) Evaluate your firm's functional areas using the Mapping Human Capital form presented in class and plot the different functions in an HR Architecture. Describe the function and **critical** "A positions" (2-3) that generates the core competencies and competitive advantage of this company. Also, list the **objectives** of an HR system to manage talent in these "A positions" including the objectives for managing the (a) Competencies, (b) Behaviors, and (c) Work Environment to ensure sustainable competitive advantage. Prepare a Power Point presentation of your mapping human capital, HR Architecture and objectives. Typical presentations are 5 – 10 slides.

Assignment 6: Organizational Culture and Leadership (30 points) Describe the type of culture that best fits your company's strategy including the employees' behaviors and mindset that need to be fostered. Describe the key components of your HR system that shape your project company's organizational culture. Describe what leadership style and characteristics are ideal for this company and why this type of leader is needed. Prepare a Power Point presentation of your company's business strategy, culture, leadership style, and the key HR practices. Typical presentations are 5 – 10 slides.

Assignment 7: Executing Strategy (30 points) Describe the major implementation hurdles you expect executing your strategy and the key strategy for overcoming these hurdles. Describe the change management process for overcoming these hurdles and successfully executing your strategy. Typical presentations are 5 – 10 slides.

Assignment 8: Employee Engagement Framework (30 pts): Research a noted employee engagement model/framework, other than the framework in the text, in the academic and/or consulting literature and indicate the corresponding measure of engagement, drivers and/or conditions, and outcomes of employee engagement. Prepare a Power Point presentation describing the framework and specifying the measure, drivers, and outcomes of employee engagement. Typical presentations are 5 – 10 slides.

Assignment 9: Assessing and critiquing HR strategies and presentations (30pts.)

Review at least 10 (preferable all) class presentations and assess the internal and external alignment of each HR strategy. Select two HR strategies and name one component in each strategy you would change or modify to improve either the internal or external alignment. Explain why. Submit your assessment of two HR strategies in a word document, 1-2 double space pages.

CASE ANALYSISES (15%)
Students must submit their case analyses by w e e k e n d i n g 5:00pm. Late submitted cases will be penalized. Submit a paper of you answers to the case questions. Papers should be 2 -3 double space pages.

Case 1: Digital Gaming (75 points)
   1. What do you think is the problem at DG?
   2. Evaluate the HR system at DG i.e. how aligned is their HR system.
   3. If you were asked to recommend changes to the HR system, what changes would you recommend? Why?

Case 2: Walt Disney Studios (75 points)
   1. Describe how Disney Studios created a culture of collaboration and innovation.
   2. Describe how they manage their human, social, and intellectual capital to create this culture of collaboration and innovation.

<u>**Class Project (Papers and Presentations** (43%)</u>
The class project requires each student to demonstrate their ability to design an HR strategy building
 on the concepts of internal and external alignment. The student is to select a company in a specific
 industry and design an HR strategy specifically for A positions to ensure sustainable competitive
 advantage given the organizational and environmental challenges facing this firm.

 Project Paper (330 points)

I.   **Company Strategy**
> a.   Briefly describe (no more than 1 page) what is your firm's strategy, competitive advantage, and A positions by referencing your attached one-page SWOT analysis as Appendix A, and your one-page Mapping Human Capital as Appendix B.

II.   **HR Objectives**
> Summarize objectives of your HR system (no more than 1 page) including Managing Competencies, Managing Behaviors, and Managing the Work Environment. Ensure you provide the following information:

> a. **Managing Competencies**
> <u>Objectives</u>: What core competencies are needed in "A positions" for sustainable competitive advantage? Indicate whether you plan to –Buy, Make/Develop, Acquire, Divest – Indicate **Where? Why?**

> b. **Managing Behaviors**
> <u>Objectives</u>: What specific behaviors and mindset do you need these employees to demonstrate? **Why?**

> c. **Managing Work Environment**
> <u>Objectives</u>: What are your goals for job and organizational design, e.g. to promote efficiencies, innovation, risk management, solutions, teamwork, etc. **Why?**

III.   **HR Practices**
> Provide a **detailed** description of the <u>**design of the specific HR practices and programs**</u> that must be implemented to achieve <u>**each objective**</u> of your HR system. Ensure you describe these practices and/or programs comprehensively and how specifically they meet the objectives of the HR system to ensure sustainable competitive advantage. Ensure you provide the following information:

> a.   **Managing Competencies**

> How to acquire, develop, and/or acquire?

> <u>What is your Recruitment Plan-</u> what sources (colleges, search firms, etc.), how, who is involved?

> <u>What is your Selection Plan</u> – based on what criteria, what methods, who is involved

> <u>What is your Succession Management Program</u> – how to select and assess, what criteria, how to develop, what is the process?

> <u>What is your Training &Development Plan</u> – what competencies need to be developed, how will you train - what methods

> <u>Acquisition Plan</u> – what external competencies may be needed either now or in the future - M&A, strategic partnership, where, etc. Will there be a need to restructure – eliminate obsolete functions, redeploy, how, why. What is the due diligence process and integration plan?

b. **Managing Behaviors**

What behaviors do you want to reinforce? How will you motivate employees?

PM System - Describe the strategic objectives, and measurable goals as noted in your balanced scorecard (note, this should align with balanced scorecard). Describe how to evaluate, what methods, how to provide feedback etc. **Why?**

Compensation - How will you pay you're A players – describe base pay, ST and LT pay, and key benefits. Describe your <u>incentive program</u> based on achieving strategic objectives – describe the variance, how to evaluate, and components of incentive pay – cash, equity, etc. **Why?**

c. **Managing Work Environment**
<u>Job Design</u> – how will these jobs be designed? Degree of standardization/complexity, autonomy, decision making, interdependencies, etc. – **Why?**
<u>Organizational Structure</u> – what will be the structure of the organization of these positions? Reporting relationships, hierarchical, flat, cross-functional, networked? Based on what – product, region, function, etc. **What?**

IV. **Organizational Culture /Leadership**
a. Describe the type of culture that best fits your company's strategy including the employees' <u>behaviors and mindset</u> that need to be fostered. Describe how your <u>HR system shape the organizational culture.</u>

b. Describe what <u>leadership style and characteristics</u> are ideal for this company and why this type of leader is needed. Describe how you will <u>find and/or develop leaders.</u>

V. **Strategic Measures**
Attach your Balanced Scorecard as Appendix C. Note, selected objectives and measures that apply to A positions must be included in your performance management and compensation plans.

VI **Executing Strategy**
Describe the major implementation hurdles you expect executing your HR strategy. Describe the change management process for overcoming these hurdles and successfully executing your strategy. Indicate HR's focus when executing the HR strategy.

A successful report will:
- Follow the above format (I – VI) and thoroughly answer all questions
- Be a professional, <u>properly cited</u> (e.g. MLA, AMA), polished paper of approximately 10- 15 single-spaced pages (12pt font) text (excluding supplement material and appendices). Your report should be concise, well-written, and insightful—good enough to submit to executive management
- Use appendices and supplements to provide supporting details related to various aspects of your report.
- Provide <u>complete references</u> for all sources of information used to prepare the report.

Presentations (100 points)
Students will record an upload their HR strategy Power Point presentations. The presentation is intended to "sell" your strategy to the **<u>Executive Management of your firm</u>** and getting their approval. Your presentation must be tailored to an

executive audience and needs to be **<u>very concise</u>**, and professionally executed. As with any presentation to executive management, you **must ensure** you do not exceed the allocated time you have to present. Each student's presentation will be no more than **20 minutes**.

CLASS SCHEDULE

Date	Topic	To Do
Week 1 1/19	Lec. 1: Introduction / Overview Lec. 2: Environmental Challenges: Technology and Globalization Trends Lec. 3: Environmental Challenges: Economic, and Labor Force Trends	**Chapter 1** **Reading:** *A New Framework of Strategic Human Resource Management* **Submit Company Name** **Discussion Question:** How are the environmental trends impacting talent management?
Week 2 1/25	Lec. 1: 21st Century Workforce Characteristics and Preferences Lec. 2: 21st Century Talent Management Challenges	**Chapters 2, 3** **Assignment 1**: 21st Century Trends **Discussion Question:** What are the major challenges for organizations managing the 21st century workforce?
Week 3 2/1	Lec. 1: Organizational Challenges: Strategy, SWOT, Competitive Advantage Lec.2: Organizational Challenges: Company Characteristics, Organizational Structures, Employee Concerns SWOT Analysis	**Readings:** - *Blue Ocean Strategy* - *Apple Case (read)* **Assignment 2:** 21st Century Workforce **Discussion Question:** Why did Apple struggle historically in the Personal Computing market?
Week 4 2/8	Lec. 1: HR Planning Lec. 2: HR's Role in Mergers and Acquisitions Lec. 3: Organizational Adaptability	**Chapter 6** **Reading:** *The Five Competitive Forces That Shape Strategy* **Assignment 3:** SWOT Analysis **Discussion Question:** Which of the five competitive forces that shape strategy has the greatest influence on your project company? Explain how?

Week 5 2/15	Workforce Analytics Decision Science Measuring Success	**Chapter 8** **Reading:** *- Linking Balance Scorecard Measures to Your Strategy* *- Using Workforce Analytics to Improve Strategy Execution* *- The Science and Practice of Workforce Analytics* **Assignment 4:** Balanced Scorecard **Discussion Question** List your company's strategy and two major objectives and measurable goals for sustainable competitive advantage. Explain why.
Week 6 2/22	Lec. 1: Principles of Effective HR Systems: Internal and External Alignment Lec. 2: HR System Objectives	**Reading:** *The Impact of HRM Practices on Turnover, Productivity, and Financial Performance* **Case 1: Digital Gaming** **Discussion Question:** Give an example of when a company must redesign their HR system to ensure external alignment? Explain what they need to do.
Week 7 3/1	Lec. 1: An HR Architectural Perspective, Mapping Human Capital Lec. 2: Designing Aligned Practices and Programs for "A Positions"	**Chapter 6, 7** **Reading:** *Examining the Human Resource Architecture* **Assignment 5:** A positions and HR Objectives **Discussion Question:** What are the core competencies of your project company? List two A positions driving your company's core competencies.
Week 8 3/8	Lec. 1: Organizational Culture - Aligning with Corporate Strategy - Creating Employee Mindset Lec. 2: Role of Leadership - Leadership Development and Succession Planning	**Chapter 8** **Reading:** *Shaping Organizational Culture* **Assignment 6:** Organizational Culture and Leadership

		Discussion Question: Indicate your company's business strategy. And what type of organizational culture and leadership characteristics are needed to support your company's business strategy?
3/15	**Spring Break**	
Week 9 3/22	Lec. 1: Executing Strategy - Overcoming Implementation Hurdles Lec. 2: Change Management **Videos** Jack Welch on "Strategy, Execution and People" https://youtu.be/xsEtVQCHYpE John Kotter - Resistance to Change https://youtu.be/Wdroj6F3VlQ The Importance of Urgency https://youtu.be/zD8xKv2ur_s	**Reading:** *Leading Change* *The Secrets to Successful Strategy Execution* https://hbr.org/2008/06/the-secrets-to-successful-strategy-execution **Assignment 7:** Executing Strategy **Discussion Question:** What is the best way for overcoming employees' resistance to change?
Week 10 3/19	Lec. 1: Employee Motivation and Engagement Lec. 2: Employee Engagement Framework - Drivers and Outcomes	**Chapters 4, 5** **Reading:** *Employee Motivation* **Assignment 8:** Employee Engagement Framework **Discussion Question:** How is employee engagement measured in the framework you researched? If not a true measure, explain why.
Week 11 4/5	Lec. 1: Inter-Firm Collaboration Lec. 2: Managing Human, Social, and Intellectual Capital - Innovation	**Readings:** - *From Bureaucracy to Networks* - *Collaborative Leadership* - *Social Capital, Intellectual Capital and the Organizational Advantage* **Case 2: Walt Disney Studios** **Discussion Question:** Describe two key HR practices that are aligned with inter-firm collaboration. Or a compensation system that is aligned with inter-firm collaboration. Pick one.

Week 12 4/12	Lec. 1: Role of HR - HR's Focus - HR Competencies Lec. 2: Class Project Review Lec. 3: Effective Presentations	**Readings:** - *A New Role for the CHRO* - *Why We Love to Hate HR* **Discussion Question:** Based on the Ulrich Model, what should be your project company's HR Focus for delivering your HR strategy? Explain why.
Week 13 4/19	Lec.1: Project Review Lec. 2: Effective Presentations	**Discussion Question** How do you prepare for an executive presentation?
Week 14 4/26	Lec. 1: Pulling it All Together Project Prep Office Hour	**All Project Papers and Recorded Presentation Are Due** **Discussion Question (Due 5/7):** Which HR strategy (other than yours) would have the greatest probability of success? Explain why.
Week 15 5/3	**Student Project Presentations** Lec. 1: Assessing and critiquing HR strategies and presentations	**Assignment 9:** Assessing and critiquing HR strategies and presentations **Discussion Question:** Complete Course Feedback Forum