



RUTGERS

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

**Wednesdays, 4:30 – 7:00
Spring 2023
38:533:690:01
Janice Levin Building, Room 006**

Instructor: Bill Kane
Office: 215F JLB
Office Hours: By appointment (Tuesday, Wednesday or Thursday) or as arranged
Quick Meets: Before/after class
E-mail: william.kane@rutgers.edu (This is the best way to reach me.)
Cell: 908.403.1381
Class Materials: <https://canvas.rutgers.edu/>

Teaching Assistant: Alexis Higginbotham
E-mail: alh235@scarletmail.rutgers.edu

OVERVIEW

The road to becoming a (better) CHRO...

In this course, we will take a “deep dive” to consider the many challenging external trends and issues facing organizations and HR professionals. The primary objectives of this course are to (1) deepen your understanding of how competitive pressures and other external forces influence the evolution of an 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 practices, as well as your capabilities to create and customize these strategies toward positive business outcomes.

Class Meetings

We will meet in person in room 006 of the Janice Levin Building.

[Type here]

SMLR MHRM Learning objectives

HR Strategy IV is the capstone course for the MRHM master's degree. The course provides an opportunity for you to bring together all of your prior work and experience to consider how to address HR challenges. The course encompasses most of the SMLR Learning objectives (attached). You should be able to analyze organizational challenges effectively, using both qualitative and quantitative analysis; conduct the research needed to identify possible solutions; and then communicate your analysis and recommendations in a professional way that positively influences your colleagues.

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

Class Materials

The PowerPoint slides and all class materials (videos, assigned readings, etc.) will be posted on the course's Canvas site.

In addition to the formal lectures and team/individual presentations, latter classes will feature a brief description and discussion (20 minutes) of a variety of competencies that belong in the *CHRO Toolkit*.

Academic Honesty

The rights of students will be protected to ensure that course grading is related to competence in the subject matter. I believe strongly in academic integrity. Having completed most of our program, you should be familiar with the Academic Integrity Policy: <http://academicintegrity.rutgers.edu/>

Violations include cheating, fabrication, plagiarism, denying others access to information or material, and facilitating violations of academic integrity.

My Commitment to You

To accomplish the learning goals associated with this course, I will do my best to:

- Prepare for helpful and interesting course materials
- Lead meaningful lectures and discussions
- Provide developmental feedback to help students to monitor and make a progress in this course
- Evaluate students' performance with fairness
- Treat each student with respect and dignity

[Type here]

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:

Attendance/participation	10% (10 points)
Individual Research Papers (2)	30% (2 x 15 points each)
Team Assignment/Presentation	30% (30 points)
Individual Project/Presentation	30% (30 points)
Total:	100% (100 points)

Grading Scale

A	90 – 100
B+	85 – 89
B	80 – 84
C+	75 – 79
C	70 – 74
D	60 – 69
F	Equal or less than 59

GRADED ACTIVITIES

1. Attendance/participation (10%)

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 work-related experiences with the class. Moreover, active engagement with course ideas and concepts (i.e., thinking about how they apply and why, generating questions or examples) helps develop well-rounded, reasoned judgments. Finally, research shows that you learn more when you 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 listening attentively to others, sharing your own views and experiences, bringing in relevant current information, and in general contributing to our learning process.

Participation will include engaging in all class discussions, presenting and facilitating class discussions based on team assignments and project, and actively playing the role of executive committee when evaluating individual HR strategy proposals. 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:

- Punctual and consistent attendance
- Discussing and challenging ideas; exchanging perspectives
- Staying current with HR-related headlines and their potential impact
- Sharing current work challenges

[Type here]

- Respecting others

2. Two Individual Research Papers (30%)

Students will be required to complete and submit two (2) written assignments. Papers should not exceed three (3) typewritten, double-spaced pages (approximately 800-900 words). As part of this effort, students should also be prepared to share their work/findings for class discussion.

The submission may be made in Canvas. Submission dates will be discussed in class. Outside references should be used and properly cited. Submitted papers will be scanned for integrity purposes.

For all papers, students should consider and write about the topic through the lens of a CHRO. Opinions and facts are welcome (though, please distinguish between the two) as they shape your perspective.

Possible topics* for writing include:

- **A Headline.** Describe a current talent management event/headline/trend in the marketplace and HR's role/influence/management of the matter. (At the time of this writing, examples would include: a looming nationwide rail strike, the impact of inflation on wages, the "cooling-off" of the "Great Resignation," mandated wage transparency in NY state, mass layoffs at Meta, union-organizing attempts at Amazon, etc.).
- **The Purpose of an Organization.** Please share your definition on what makes a compelling purpose of an organization. How does an organization's purpose its talent practiced and organizational culture?
- **The Corporation as a System.** What are the different components of an organizational system? How do they work together and what are the most challenging aspects to how to make an organizational system work?
- **Data Driven HR.** How do organizations navigate decision-making in the absence of quantitative data? Share an example of an organization that uses/used data to measure HR outcomes
- **Leadership and Culture.** Please share your own definitions of leadership and culture. Explain the best way(s) to shape an organizational culture and how.
- **People Experience.** What are the critical components of creating an exceptional people experience? Please share an example of an organization that has created a consumer grade digital experience in the workplace.
- **Human Capital Strategy.** What are the key levers and measurements needed to create and execute an effective human capital strategy?

[Type here]

- Employee Engagement. Define it. Do models have common elements? What are the keys to meaningful engagement?

*see me if you wish to pursue a topic not listed here.

3. Team Assignments/Presentation (30%)

Students will volunteer/be assigned into small teams for the purpose of completing a team project.

Each team should research their respective topic thoroughly and be prepared to present their findings. Presentation materials should be approximately 30 - 45 minutes and should invite subsequent class discussion.

For all assignments, selected research sources must be appropriately cited when presenting trends, charts, models, etc.

Project 1: Research the 21st century trends creating what pundits call the “new normal,” (e.g., technological, demographic, labor force, global, etc.) and conduct an in-depth analysis. Outline how these trends are creating significant business and talent management challenges. By extension, identify an innovative and current HRM solution (practice or program) implemented at a well-known company in response to these challenges.

Project 2: Conduct a SWOT analysis for a company you have selected - describing your organization’s Strengths, Weaknesses, Opportunities, and Threats. Take a focused look at their recent financial performance. Describe what this organization needs to do to ensure sustainable competitive advantage through its people.

Project 3: Dramatic changes in the 21st century business environment illustrate why organizations need to be “agile” and “adaptable” to any challenge. What makes an organization “adaptable,” and how can HR assist with this adaptability? Select a company as a case study on organization adaptability. How can HR help it to build adaptability?

Project 4: Research multiple models of employee engagement in the academic and/or consulting literature. Compare and contrast these models, including the one in our text. Indicate the corresponding measures, drivers and/or conditions, and outcomes. Is one model preferred?

4. Individual Project/Presentation (30%)

HR strategy is the roadmap for addressing and solving the organization’s salient challenges with talent solutions. The HR strategy is aligned with the priorities and needs of the business strategy.

This assignment requires that you create a strategic plan for your HR function that will sustain your organization’s viability and competitive advantage. You may use your own organization for your model or an organization of which you have familiarity. (See me for approval regarding the latter option.)

[Type here]

For this project, you should draw upon your experience/observations, related research, and/or canvassing. Details and deadlines will be discussed and agreed-upon in class.

Your work product will be in the form of a PowerPoint deck of approximately 12 – 15 slides. It should include, but is not limited to the following topics:

For the Business

- The purpose/vision of the organization
- A clear description of how this organization competes in the marketplace – its strategy and core competencies
- A brief SWOT analysis of the business, including a clear description of the competitive playing field, environmental challenges, and/or industry dynamics.
- Identification of the organization's goals

For the HR Strategy

- A concise summary of the most impactful organizational challenges facing this organization and the major talent management implications
- A brief SWOT analysis of the organization's talent
- The (proposed) HR mission statement
- Identification of the prioritized talent needs for the organization that must be aligned with the business in order for the vision to be realized. Talent needs will likely include some/all of the major subfunctions/activities of HR: WF planning, Talent Acquisition, Performance Management, Employee Engagement/Culture, Individual Development, Organizational Development, Leadership Development, Training & Education, D&I, Global Mobility, Labor Relations, Compensation/Incentives, Health & Welfare, etc.

For each applicable subfunction, the following questions should be considered:

- What are the strategic issues related to each subfunction?
 - What is the current state?
 - What are the targeted outcomes and related action items (i.e., specific HR programs and services that must be implemented to achieve the objectives of your HR system) for the next 12 months? 24-36 months?
 - How will you track progress and measure success? What's your scorecard look like? What are the strategic and financial goals and metrics? What type of analyses will you use to track progress?
- A discussion of how talent trends/marketplace dynamics may influence the path ahead, including any related concerns or hurdles
 - Finally, describe what will be the focus of the HR function and what competencies HR should possess going forward to bring this plan to life.

A successful report and presentation will:

[Type here]

- Be a professional, concise, and polished.
- As needed, use appendices and supplements to provide supporting details related to various aspects of your report.
- Provide complete references for all sources of information used to prepare the report.

Presentations - The presentation is intended to simulate a dialogue between you and the Chief Executive Officer and executive committee of your firm about your recommended HR strategy. The professor will play the role of the CEO and the class will play the role of the executive committee. Your objective is to “sell” your recommendations and be prepared to answer (what are likely to be very pragmatic) questions by the CEO who has the responsibility for approving or not approving your recommended strategy. Your presentation should be concise, and you should be prepared to answer specific questions in detail. Your presentation should be approximately 20-25 minutes, leaving a few minutes for class questions.

[Type here]

TENTATIVE CLASS SCHEDULE

Date	Topic(s)	TO DO
Week 1 Jan. 18	Introduction/Overview/Syllabus review A model for HR Strategic Planning (Kane) Welcome to the New Normal	Chapter 1
Week 2 Jan. 25	Team-building: SCORE (Kane)	
Week 3 Feb. 1	The 21 st Century WF Challenges of Talent Management in the New Normal	Chapter 2 Chapter 3
Week 4 Feb. 8	Imperative of Employee Engagement An Employee Engagement Framework	Chapter 4 Chapter 5
Week 5 Feb. 15	Culture First (Kane)	Individual Research Paper #1 Due
Week 6 Feb. 22	Practices to Create Employee Engagement: An Open Discussion	Chapter 7
Week 7 Mar. 1	Leading Organizational Change (Kane)	
Week 8 Mar, 8	<i>CHRO Toolbox: Tips to Improve Your Public Speaking (Various Contributors)</i>	Team Presentations: 1 & 2
Mar. 15	Spring Break	
Week 9 Mar. 22	<i>CHRO Toolbox: Servant Leadership (Greenleaf Model)</i>	Team Presentations: 3 & 4
Week 10 Mar. 29	<i>CHRO Toolbox: Start with Why (Sinek)</i>	Individual Presentations
Week 11 Apr. 5	<i>CHRO Toolbox: Strategy, Execution, & People (Welch)</i>	Individual Presentations
Week 12 Apr. 12	<i>CHRO Toolbox: Hire the Best Team (Faurholt-Jorgensen)</i>	Individual Presentations Individual Research Paper #2 Due
Week 13 Apr. 19	<i>CHRO Toolbox: Executive Presence (Drumm)</i>	Individual Presentations
Week 14 Apr. 26	<i>CHRO Toolbox: Future Trends in HR (Dank/Haak)</i>	Individual Presentations
Week 15 May 4-10	Spring Exams	Individual Presentations (if needed)

[Type here]

SMLR / MHRM Learning Objectives

This course reinforces the following SMLR/MHRM Learning Objectives:

Cognitive Skills and Processes

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.

I) Written & Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional.

- Communicate complex ideas effectively, in standard written English
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Produce quality research papers with proper convention of attribution/citation
- Produce high quality executive summaries
- Make an argument using contemporary and/or historical evidence
- Present ideas and arguments in a logical and effective way

II) Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.

- Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
- Apply qualitative methods appropriately, alone and in combination with quantitative methods

III) Research Skills – Demonstrate an ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories and approaches to workplace issues.

- Employ current technologies to access information, to conduct research, and to communicate findings
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Assess and critique relevant evidence and research findings
- Access high-quality historical, qualitative, and quantitative evidence or research
- Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues

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.

[Type here]

IV) Theoretical Perspectives - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.

- Demonstrate an understanding of the practical perspectives, theories and concepts in their field of study
- Evaluate and apply theories from social science disciplines to workplace issues

V) Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions

- Analyze the degree to which forms of human difference shape a person's experience of and perspectives on work
- Analyze a contemporary global issue in their field from a multi-disciplinary and intersectional perspective
- Analyze issues related to business strategies, organizational structures, and work systems
- Analyze issues of social justice related to work across local and global contexts (LSER)
- Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM)

VI) Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance

- Apply concepts and substantive institutional knowledge, to understanding contemporary developments related to work
- Understand the legal, regulatory and ethical issues related to their field
- Develop human resource management functional capabilities used to select, motivate, and develop workers (HRM)
- Understand the internal and external alignment and measurement of human resource practices (HRM)

Professional Development –

1) Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations

- Develop effective presentation skills appropriate for different settings and audiences
- Develop career management skills to navigate one's career
- Develop capabilities to work and lead in a multicultural and diverse environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies
- Demonstrate lifelong personal and professional development skills