



RUTGERS

**HR Strategy IV:
Designing and Implementing Human Capital Strategies in an Era of Change
38:533:690:02
Spring 2023
Thursday, 7:20 to 10:00 pm
Room 006, Janice Levin Building
Syllabus as of January 1, 2023**

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Office Hours: By Appointment
Class Material <https://canvas.rutgers.edu/>

OVERVIEW

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 and your capabilities so that you can create human resource strategies and integrate them with the business challenges you will face in HR.

Class Meetings

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

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. 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. Details on the SMLR/MHRM Learning objectives are shown on page 7 of this syllabus.

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 Material

The PowerPoint slides for the lectures and all class material will be posted on the course's Canvas site. I will also post additional readings there.

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:

University 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.

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 Assignments	30%
Final Project	30%
Total:	100%

Grading Scale

A	90 – 100
B+	88 – 89
B	80 – 87
C+	78 – 79
C	70 – 77
F	60 – 69

INDIVIDUAL WORK

Participation (10%)

Active learning is one of the most powerful tools for understanding complex concepts. We 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 participating 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 teams' 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:

- **On-Time Attendance** at all classes and participation are 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, class presentations, and class discussions that will test your ability to apply the key concepts from the class to organizational scenarios.

TEAM WORK

Team Assignments/Presentations (30%)

Each team should email their Power Point presentation on the assigned date **before** class begins. Randomly selected teams will be asked to present their assignment presentation. Presentations should be no more than 15 minutes and should focus on initiating a 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 of one trend that will be assigned to each team and identify the meaningful business and talent management challenges organizations face as a result of this trend. Also, identify an innovative and current HRM solution (practice or program) implemented at a well-known company in

response to these challenges and prepare a fifteen-minute Power Point presentation using charts, graphs, data, etc. to facilitate a discussion in class.

Project 2: Conduct a SWOT analysis for the company you have selected for the final project -- describing your organization's Strengths, Weaknesses, Opportunities, and Threats. Take a focused look at their recent financial performance. Also, describe what this organization needs to do to ensure sustainable competitive advantage. Prepare a ten-minute presentation of your SWOT analysis and recommendations.

Project 3: Dramatic changes in the 21st century business environment illustrate why organizations need to be "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? Prepare a fifteen-minute Power Point presentation using charts, graphs, data, etc. to facilitate a discussion in class.

Project 4: 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 measures, drivers and/or conditions, and outcomes and prepare a fifteen-minute Power Point presentation using charts, graphs, data, etc. to facilitate a discussion in class.

Final Team Project (Report and Presentation) (30%)

The team project requires each team to demonstrate the ability to design an HR strategy building on the concepts of internal and external alignment. The team should select a company in a specific industry approved by the professor and develop an HR strategy to ensure its sustainable competitive advantage given the organizational and environmental challenges facing this firm. Your paper should include:

- 1) A clear description of how this organization competes in the marketplace – its strategy, core competencies, competitive advantage, and industry dynamics.
- 2) A concise summary of the most impactful organizational and environmental challenges facing this organization and the major talent management implications
- 3) A detailed description of the objectives of an HR system including identifying the (a) Competencies (A Positions), (b) Behaviors, and (c) Work Environment/Organizational Culture needed to successfully execute its strategy.
- 4) A thorough explanation of the specific HR practices and programs that must be implemented to achieve the objectives of your HR system
- 5) Identification of three major concerns/hurdles you anticipate when establishing the ideal HR system and your strategies for overcoming these hurdles.
- 6) Description of how you will measure success: what are the strategic and financial goals and metrics, and what type of analyses you will use to track progress
- 7) Finally, describe what will be the focus of the HR function and what competencies HR should possess.

A successful team report will:

- Be a professional, polished document of approximately 15 - 20 pages. Your report should be concise, well-written, and insightful—good enough to convince a potential employer to hire you!

- 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 program and be prepared to answer tough 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. Each team’s presentation should last approximately 30 minutes leaving time for questions.

CLASS SCHEDULE

Date	Topic	TO DO
Week 1 Jan 19	Introduction / Overview The new New Normal Principles of Effective HR systems: (Ch 5) Understanding Competitive Advantage Internal and External Alignment	Create project teams Ch. 1 – Welcome to the New Normal Ch. 4 – “Why is Engagement So Important” Ch. 5 – “HR Systems”
Week 2 Jan 26	An HR Architectural Perspective	Ch 5 – “The HR Architecture”
Week 3 Feb 2	Organizational Challenges Strategy and Competitive Rivalry Company Characteristics	Project 1 Presentations
Week 4 Feb 9	HR Planning Mergers & Acquisitions Organizational Adaptability	Chapter 6 Ch 3 “Uncertain HR Planning” Ch 8 – “Strategic Planning”
Week 5 Feb 16	Environmental Challenges – The New Normal Technology, Globalization, Economic Trends, and Labor Force Trends	Chapter 1 Project 2 Presentations
Week 6 Feb 23	21 st Century Workforce - Characteristics, Preferences 21 st Century Talent Management Challenges	Chapters 2, 3 Project 2

		Presentations
Week 7 March 2	Managing Human, Social, and Intellectual Capital - Collaboration Organization Networks	Reading: <i>Social Capital, Intellectual Capital and the Organizational Advantage</i>
Week 8 March 9	Employee Engagement Framework - Motivation and Engagement	Chapters 4, 5 Project 3 Presentations
Week 9 March 23	Organizational Culture – aligning with corporate strategy The role of Leadership	Project 3 Presentations (cont.)
Week 10 March 30	Measuring Success HR Metrics and Scorecard Balanced Scorecard	Project 4 Presentations
Week 11 April 6	Executing Strategy Overcoming Implementation Hurdles Change Management	Reading: <i>Leading Change</i>
Week 12 April 13	Pulling it All Together Role of HR HR Competencies	Readings: <i>A New Role for the CHRO</i>
Week 13 April 20	Team Presentations Team Paper Due	
Week 14 April 27	Team Presentations (continued) Team Paper Due Comprehensive Exam Due	
Week 15 May 4	Conclusion	

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.

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 –

I) 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

I really look forward to working with you during the Spring 2023 semester.