



RUTGERS

The Future of Human Resource Management

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Summer 2023

[Syllabus as of May 19, 2023]

“Innovation distinguishes between a leader and a follower.” -- Steve Jobs

“Today, no leader can afford to be indifferent to the challenge of engaging employees in the work of creating the future. Engagement may have been optional in the past, but it's pretty much the whole game today.” – Gary Hamel

“If you look at history, innovation doesn't come just from giving people incentives; it comes from creating environments where their ideas can connect.” -- Steven Johnson

“HR professionals drive business performance when they are HR innovators.” – Dave Ulrich

Instructor: Jim Terez

Class sessions: Tuesday & Thursday, 6:00 – 8:55 pm., 5/30 – 7/20.

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Office Hours: By appointment. Via Zoom, Webex, phone, or other means

Course Overview

In many fields of endeavor practitioners can point to innovation and new technology as the drivers for great new accomplishments. What will be the new “technologies” of Human Resources Management? What innovations in this field will be so new, so fundamentally different, that business leaders will be inclined to say, “this changes everything!”? This course will focus on fundamental innovation in Human Resources Management and in general management, in response to the rapidly changing external environment. We will focus on new ideas, processes, and programs. Not on new ways to deliver the same old ideas. This course will also consider innovative ways of thinking about business challenges. To develop innovations in human resources management, we may well need to expand the way we think. This course will certainly not provide all the answers. But it is critically important to think about the future and to raise the questions. The HR field has focused a lot on best practices, but has it really strived for innovation? Best practices can only advance your organization to the point of “best already in use.” That is just the starting point for trying to find competitive advantage.

Course Learning Objectives

The course is structured to spend time on change and innovation in each of the major HR functions: Organization Design, Recruiting, Learning and Leadership Development,

Performance measurement, Compensation & Benefits and Total Rewards, Employee Engagement

In the class sessions we will:

- Envision how changes in the external environment (i.e., business / professional environment, economic, social, etc.) will bear upon that particular HR function.
- Review and analyze case examples of work from HR and general management innovation leaders.
- Building on the material in bullets #1 and 2, explore where innovation is possible in HR, and what it could look like.
- Explore new ways of thinking about business challenges and innovation.
- Spend time working on a final project for the course which will focus on a case study on, and proposal for, HR and people management innovation.

My aim is to really change your thinking about how HR can address the challenges of the future in innovative ways. It is my hope that through this course I will be able to change your viewpoint. I want to shift your orientation to move beyond “best practices” towards true innovation and new “technologies” for Human Resources Management.

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

Course Projects and Grading

- **Analysis projects #1 and #2 (Individual Grade):** There are a number of writers / researchers / consultants doing interesting work in this field (innovation and the future of management) that we don’t cover in our basic readings. These projects will provide an opportunity for you to share with us some of the discoveries you make in the course of your additional research. In each analysis each student will report back on one author, providing a brief analytical summary of what that author is doing and thinking, but more importantly providing your critical view of how valuable that work is, what can be used, and where it might lead next. The result of these projects will be a short written paper, approximately 3+ pages, as well as a brief in-class presentation. **Project #1 is 20% and Project #2 is 25% of your grade.**
- **Final Project (Individual Grade):** The final project can be based on either a published business case or on a case that *you build* based on your own interests, knowledge, and experience. The objectives of this project are to a.) Identify some major challenge area(s) for the future of human resource management; b.) Define that challenge also in financial terms; c.) Provide innovative recommendations as to how HR can address those challenges; d.) Discuss how you would measure the cost, benefit, and success of your recommendations; and e.) Explain how you would “sell” those recommendations. The results of this project will be both a written paper (approx. 10 pages) and an in-class presentation. **This assignment is 50% of your grade.**
- **Class Participation:** Your colleagues and I really need your participation in class. We will all be working on some future challenges. Please give us the full advantage of your participation and engagement (**participation = 5% of your grade**)

EVALUATION

Your course grade will be calculated based on:

Course Component	Percentage of Final Grade
Analysis Project #1	20%
Analysis Project #2	25%
Final Project	50%
Class Participation	5%
Total:	100%

Grading Scale

90-100 = A

88-89 = B+

80-87 = B

78-79 = C+

70-77 = C

60-69 = F

Reading

Books:

Gary Hamel and Michelle Zanini, *Humanocracy: Creating Organizations as Amazing as the People Inside Them Hardcover*, Harvard Business Review Press, 2020

Dave Ulrich, Bill Schiemann, and Libby Sartain, eds., *The Rise of HR: Wisdom from 73 Thought Leaders*, HR Certification Institute, 2015.

Gary Hamel, *The Future of Management*, Harvard Business School Press, 2007

Gary Hamel, *What Matters Now*, Jossey-Bass/Wiley, 2012

David Bollier, *The Future of Work*, Aspen Institute, 2011.

Andrew McAfee and Erik Brynjolfsson, *Machine Platform Crowd – Harnessing our Digital Future*, W.W. Norton, 2017.

Jeanne C. Meister & Kevin J. Mulcahy, *The Future Workplace Experience*, McGraw Hill, 2017

Daniel H. Pink, *Drive –The Surprising Truth about What Motivates Us*, Penguin, 2009

These are **recommended** books. There is no required book. However, if you decide you really like one or more of these, most are available used on Amazon at very reasonable rates. Let's discuss books and other resources on day 1 in class.

Articles:

[I have an extensive resource list of articles, blog posts, and other resources, which I will supply separately.]

Course Schedule

Date	Topic	Suggested Readings
Class 1 May 30	Course introduction and background	<p>Gary Hamel and Michele Zanini, <i>Humanocracy</i>, Part One: “The Case for Humanocracy”</p> <p>David Bollier, <i>The Future of Work</i>, Ch. I “The 21st Century Workplace”</p> <p>Gary Hamel, <i>The Future of Management</i>: Part I “Why Management Innovation Matters”</p> <p>Meister and Mulcahy, <i>The Future Workplace Experience</i> Ch1 “Make the Workplace an Experience”</p>
Class 2 June 1	Changing environment for organizations creates challenges and opportunities	<p><i>Humanocracy</i>, Part One</p> <p><i>The Future of Work</i>, Ch. I</p> <p><i>The Future of Management</i>, Part I</p> <p><i>The Future Workplace Experience</i>, Ch. 1</p>
Class 3 June 6	Organization Structure, Job Design, Career Design	<p><i>Humanocracy</i>, Part Two, “Humanocracy in Action”</p> <p><i>The Future of Work</i>, Ch. II “How Technology is Changing Work”</p> <p><i>The Future of Management</i>, Part I</p> <p><i>The Future Workplace Experience</i>, Ch.4 “Consider Technology an Enabler and a Disruptor”</p> <p>Reports on Analysis Project 1</p>
Class 4 June 8	Organization Structure, Job Design, Career Design	<p><i>Humanocracy</i>, Part Two, “Humanocracy in Action”</p> <p><i>The Future of Work</i>, Ch. II</p> <p><i>The Future of Management</i>, Part I</p> <p><i>The Future Workplace Experience</i>, Ch. 4</p> <p>Reports on Analysis Project 1</p>
Class 5 June 13	Workforce Planning and Recruiting	<p><i>Humanocracy</i>, Part Three, Ch. 6, “Principles over Practices”</p> <p><i>The Future of Work</i>, Ch. IV “The Firm of the 21st Century”</p> <p><i>The Future of Management</i>, Part II “Management Innovation in Action”</p> <p><i>The Future Workplace Experience</i>, Ch. 5 “Build a Data-Driven Recruiting Ecosystem”</p> <p>Reports on Analysis Project 1</p>
Class 6 June 15	Workforce Planning and Recruiting	<p><i>Humanocracy</i>, Part Three, Ch. 7, “The Power of Ownership”</p> <p><i>The Future of Work</i>, Ch. IV</p> <p><i>The Future of Management</i>, Part II</p>

		<i>The Future Workplace Experience</i> , Ch. 5
Class 7 June 20	Reviewing Performance; Learning, and Leadership Development	<i>Humanocracy</i> , Part Three, Ch. 8, “The Power of Markets” <i>The Future of Work</i> , Ch. III “The Workers of Tomorrow” <i>The Future of Management</i> , Part II <i>The Future Workplace Experience</i> , Ch. 6 “Embrace On-Demand Learning” and Ch. 3 “Be an Agile Leader”
Class 8 June 22	Reviewing Performance; Learning, and Leadership Development	<i>Humanocracy</i> , Part Three, Ch. 9, “The Power of Meritocracy” <i>The Future of Work</i> , Ch. III <i>The Future of Management</i> , Part II <i>The Future Workplace Experience</i> , Ch. 6 and 3 Project #2 Presentations
Class 9 June 27	Compensation, Benefits, Total Rewards.	<i>Humanocracy</i> , Part Three, Ch. 10, “The Power of Community” Dan Pink, <i>Drive</i> , Part 1, “A New Operating System” <i>The Future of Management</i> , Part III “Imagining the Future of Management” and Part IV “Building the Future of Management” Project #2 Presentations
Class 10 June 29	Compensation, Benefits, Total Rewards	<i>Humanocracy</i> , Part Three, Ch. 11, “The Power of Openness” Dan Pink, <i>Drive</i> , Part 1, “A New Operating System” <i>The Future of Management</i> , Part III “Imagining the Future of Management” and Part IV “Building the Future of Management” Project #2 Presentations
July 4	Holiday	
Class 11 July 6	Compensation, Benefits, Total Rewards [Time for final project work.]	<i>Humanocracy</i> , Part Three, Ch. 12, “The Power of Experimentation” <i>The Future of Management</i> , Parts III and IV Project #2 Presentations
Class 12 July 11	[Catch-up; special topics]	<i>Humanocracy</i> , Part Three, Ch. 13, “The Power of Paradox” <i>The Future of Management</i> , Parts III and IV
Class 13 July 13	Final work on our ‘crowd-sourced’ “Areas of Focus,” “Obstacles to Change and Ways to Address Them,” and our own Leadership Development program	

Class 14 July 18	Final work on our ‘crowd-sourced’ “Areas of Focus,” “Obstacles to Change and Ways to Address Them,” and our own Leadership Development program	Final Project Presentations
Class 15 July 20	Conclusion. Plans and projects for the future.	Final Project Presentations

Course Policies

I hope you will attend every class; that is critical to the success of the course. Please come to class prepared to be an active critical thinker and discussion contributor. If for some reason you are unable to attend a class, please try to inform me prior to class.

All known student disabilities and religious holidays will be accommodated as appropriate. If you need an accommodation, please discuss this with me.

Academic Integrity

I believe strongly in Academic Integrity. You should be familiar with and adhere to the University’s Academic Integrity Policy. Failure to comply with this policy may lead to failure of the course and referral to the Office of Student Conduct.

Rutgers’ policy on Academic Integrity is available here:
<http://academicintegrity.rutgers.edu/>

Communication

We will use Canvas as the primary platform for class content. **Please check your Rutgers email and your Canvas messages on a regular basis.**

I look forward to working with you this summer.