



RUTGERS

## Special Topics: HR Strategy [37:533:327:01] Spring 2020

Room: Tillett Hall, Room 226  
Tuesdays and Fridays, 12:00 pm. – 1:20 pm.  
[Syllabus as of 01082020]

*“Leaders establish the vision for the future and set the strategy for getting there.” – John P. Kotter*

*“I was drawn to the field of competition and strategy because it tackles perhaps the most basic question in both business management and industrial economics: What determines corporate performance?” – Michael Porter*

*“The biggest risk is not taking any risk... In a world that is changing really quickly, the only strategy that is guaranteed to fail is not taking risks.” -- Mark Zuckerberg*

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**Office Hours:** By appointment

### Course Overview

The primary objective of this course is to help you develop a basic understanding of how HR strategy can support business strategy in creating value. On the business strategy side, we will cover topics including competitor analysis, internal analysis, strategy formulation (at the business, corporate and international levels), acquisitions and restructuring, and cooperative strategies. On the HR strategy side, we will evaluate what makes an HR system effective, and how an effective HR system can support an organization’s business strategy. We will also analyze employee engagement models.

We will discuss the reality that organizations now face a “new normal” of increasing change, globalization, and competition. To succeed in this hypercompetitive environment, an organization needs to manage its capabilities as effectively as possible.

A balance of theory and practice will be applied in the form of textbook readings and discussions along with actual business examples and business cases.

## **SMLR / HR Management Learning Goals**

This course focuses on the following School of Management and Labor Relations / HR department learning objectives:

### **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

### **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 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 global context (HRM)

# Course Requirements and Grading

(Specific due dates noted on the course outline below, and on the detailed assignment documents)

**1) Class Participation (10% of course grade):** It's beneficial to you to actively participate in class. We will be discussing strategy concepts and strategy case studies. It is really important that you are prepared to discuss these materials.

Class participation will also include participating in a virtual discussion using the forums on Sakai. We may have one or two guest speakers in our class during the semester, and students are expected to participate in the discussions and topics brought forward by these experts.

**2) Group Case Analysis Assignments #1 and #2 (15% and 15% of course grade):** This will involve analyzing two separate case studies. These 2 cases will be assigned cases. A separate handout detailing these assignments will be provided and posted on Sakai. **Case Analysis #1 is due on February 14<sup>th</sup> and Case Analysis #2 is due on April 3<sup>rd</sup>.**

**3) Final Team Project and Presentation (30% of course grade):** You will be assigned to a team early in the semester, and your team will choose an organization to both analyze and offer insightful and creative recommendations related to the organization's strategy. A written summary will accompany your presentation and will be part of your grade. Each team will be assigned a grade for this presentation, and this grade will be shared by every member of the team. A separate handout detailing this assignment will be provided and posted on Sakai. **Final team presentations will be on April 24<sup>th</sup>, 28<sup>th</sup> and May 1<sup>st</sup>.**

**4) Final Examination (30% of course grade):** The final exam will be a "take-home" exam covering the principles discussed in the course, the book, and class and case discussions.

**Note: All assignments (team and individual) will be submitted via Sakai, and the Turnitin verification service will be used for this class. Turnitin is a software program used by Rutgers and many other universities to check for originality and plagiarism. For additional information regarding this topic, see:**

<https://sakai.rutgers.edu/access/content/public/turnitin.html>

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## EVALUATION

Your course grade will be determined as follows:

Course Component	Percentage of Final Grade
Class Participation	10%
Team, Case Analysis 1	15%
Team, Case Analysis 2	15%
Final Team Project	30%
Final Examination	30%
<b>Total:</b>	<b>100%</b>

## **Grading Scale**

**90-100 = A**

**85-89 = B+**

**80-84 = B**

**75-79 = C+**

**70-74 = C**

**60-69 = D**

**< 60 = F**

## **Required Readings**

Please complete all readings prior to the class for which the readings are assigned.

Castellano, William G. (2014). **Practices for Engaging the 21<sup>st</sup> Century Workforce: Challenges of Talent Management in a Changing Workplace.** Upper Saddle River, NJ: Pearson Education, Inc. Paperback ISBN-13: 978-0134807515

Note: The textbook will be available for purchase at the bookstore. Alternatively, you may purchase or rent the book from various sites online.

### **Harvard Business School Publishing – Case Studies**

I will set up a “course pack” unique to our class on the HBSP website. You can click on the URL and follow the directions for purchasing this material. If you have not done so already, you will need to set up an account on the HBSP website.

**Link for case(s):** [to be provided]

*If you experience technical difficulty, please contact the HBSP Technical Support Group:*

*Phone: 1-800-810-8858 (outside the U.S. and Canada, 1-617-783-7700); Monday – Friday 8am to 8pm.*

*E-mail: [techhelp@hbsp.harvard.edu](mailto:techhelp@hbsp.harvard.edu).*

# Course Schedule

	<u>Business Strategy</u>	<u>HR Strategy</u>	<u>Week</u>	<u>Chapter</u>
January 21	Competitive Advantage	Principles of Effective HR Systems	Week 1	1
Jan. 24 and 28	External Environment SWOT analysis (opportunities, threats)	Organizational Challenges	Week 3	1
Jan. 31 and Feb. 4	Internal Analysis SWOT analysis (strengths, weaknesses)	An HR architecture	Week 2	2
Feb. 7 and Feb. 11	Competitive advantage and firm performance	HR Metrics	Week 4	3
Feb. 14 and Feb. 18	Case Exercise on Internal Analysis			
Feb. 21 and Feb. 25	Business Level Strategy	Environmental Challenges	Week 5	
Feb. 28 and March 3	Innovation and entrepreneurship	The 21st Century Workforce	Week 6	4
March 6 and March 10	Corporate Strategy	Corporate Strategy	Week 3	5
March 13 and March 24	Organization Structure; Corporate and Business Strategy applied to Apple Inc.	Organization Structure; HR tools to apply to Apple Inc. case		
March 27 and March 31	Alliances, Acquisitions, and Mergers	M&A Planning from an HR perspective	Week 4	6
April 3 and April 7	Case Exercise -- Competitive Analysis			
April 10 and April 14	Global Strategy	Globalization challenges for HR	Week 5	
April 17 and April 21	Organization Design	Organization Structure Employee Engagement	Week 3 Week 8	7 8
April 24	Final Project Presentations			
April 28 and May 1	Final Project Presentations			

# Course Policies

## Attendance and Participation

The attendance and participation grade consists of 40% attendance and 60% class discussion. Points can be gained for insightful contributions to class and good attendance, and points can be lost for frequent absenteeism, being unprepared, and misconduct during class. For each class session, you are expected to have read the assigned reading for that particular session, as well as be prepared to discuss topics in class. **Attendance at every class is required.**

## Professionalism Policy

- **Phones, PDA's, and similar electronic devices are not to be used in class.** Please make sure these are turned off and put away before class begins. No email, texting, tweeting, etc., or web surfing will be allowed in this class out of respect for others.
- **Students arrive on time.** On time arrival ensures that classes can start and finish at the scheduled time. On time arrival shows respect for both fellow students and faculty and it enhances learning by reducing avoidable distractions.
- **Students are fully prepared for each class.** Much of the learning takes place during classroom discussions. When students are not prepared, they cannot contribute to the overall learning process. This affects not only the individual, but their peers who count on them, as well.
- **You are responsible for all administrative announcements** including any changes announced on Sakai.
- **Special Needs.** If you are a special needs student and you wish to be granted accommodations, please notify me.
- **No extra-credit projects will be given at any time during the semester.**

## Academic Honesty

The University's honesty policy on cheating and use of copyrighted materials will be enforced in this class. Students are expected to pursue knowledge with integrity and abide by the Academic Integrity Policy. Please refer to the Academic Integrity Policy for more detail:

<http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers>

## Students with Disabilities

Students requesting accommodations for disabilities should contact the Office of Disability Services to determine his/her Coordinator. The Coordinator will then provide documentation to the student. Upon review and approval, the student must then provide this documentation to the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy: <https://ods.rutgers.edu/>

I look forward to working with you!

***Academic Integrity Contract***  
**(To be signed and turned in at the first class)**

All members of the Rutgers University community are expected to behave in an ethical and moral fashion, respecting the human dignity of all members of the community and resisting behavior that may cause danger or harm to others through violence, theft, or bigotry. All members of the Rutgers University community are expected to adhere to the civil and criminal laws of the local community, state, and nation, and to regulations promulgated by the University. All members of the Rutgers University community are expected to observe established standards of scholarship and academic freedom by respecting the intellectual property of others and by honoring the right of all students to pursue their education in an environment free from harassment and intimidation. Please see <http://studentconduct.rutgers.edu/university-code-of-student-conduct> for details regarding the Student Code of Conduct. Please see <http://academicintegrity.rutgers.edu/academic-integrity-policy/> for details regarding the Academic Integrity Policy.

Similarly, all students and faculty members of the academic community at the School of Management and Labor Relations should uphold high standards for personal conduct, ethical behavior, and professional integrity. In the area of academic integrity, students are expected to refrain from cheating, fabricating information, plagiarizing, inappropriately denying others access to material, and facilitating others in academic dishonesty.

Any of the following acts, when committed by a student, is an act of academic dishonesty and decreases the genuine achievements of other students and scholars. Academic dishonesty includes, but is not limited to, any of the following:

**Plagiarism/False Representation of Work**

- Quoting directly or paraphrasing portions of someone else's work without acknowledging the source.
- Submitting the same work, or major portions thereof, including presentations, to satisfy the requirements of more than one course without permission from the instructor.
- Using data or interpretative material for a report or presentation without acknowledging the sources or the collaborators.
- Failing to acknowledge assistance from others, such as help with research, statistical analysis, or field data collection, in a paper, examination, or project report.
- Submitting purchased materials such as a term paper as your own work.
- Copying or presenting material verbatim from any source without using quotation marks.
- Copying from any source and altering a few words to avoid exact quotation, without the appropriate documentation or by using improper documentation of the source.
- Rewording the major concept found in a source but then omitting documentation or improperly citing the source.
- Submitting as one's own any work created by someone else (e.g., paper, project, speech, video, exercise, etc.) without crediting them. Large duplication of someone else's work should be avoided unless you obtain express permission from both the instructor and originator of the work.

- Fabricating or misrepresenting data or information
- Forging signatures

**Cheating**

- Copying work on examinations.
- Acting to facilitate copying during an exam.
- Sharing answers through technology or in written or verbal form when such interactions are prohibited
- Using prohibited materials, such as books, notes, phones, or calculators during an examination.
- Working with another student on an assignment when such collaboration is prohibited.
- Stealing or having in one’s possession without permission any materials, or property belonging to or having been generated by faculty, staff, or another student for the course.
- Willfully offering to do another student’s work so they may represent it as their own
- Assisting another student in cheating or plagiarizing
- Doing another student’s work, excluding collaborative learning assignments or joint assignments approved by the instructor.

Engaging in any of the above behaviors can result in an F on the examination or project, an F in the course, denial of access to internships, suspension for one or more semesters, or permanent expulsion from the School of Management and Labor Relations at Rutgers University.

I, \_\_\_\_\_ understand the Policies on Academic Integrity and the Student Code of Conduct at Rutgers University and the School of Management and Labor Relations. Furthermore, I understand the consequences of unethical behavior.

We all share a responsibility in creating an ethical environment. I resolve to uphold and support high standards for ethics and integrity at Rutgers University. If I see, hear, or observe violations of ethics and integrity I will report them to my instructor, Department Chair, or Dean.

Student Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Student Name (Please Print):

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Rutgers University ID:

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