RUTGERS

HR Strategy I
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Spring 2025
[Syllabus as of January 2025]

"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

"If [as CEO] you have both feet in the present, your organization won't be ready for the future." – Bob Iger

Instructor: Jim Terez
Class sessions: Wednesdays, 7:20 – 10:00 pm; Levin Building, Room 219
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Office Hours: By appointment

Course Overview

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. The course examines the techniques, policies, processes, strategies, and practices used by companies and/or managers to effectively and efficiently utilize human resources. Students will learn theories and practices in many different "core" areas of human resource management including staffing, performance management, work and job design, training, compensation, and labor relations. We will examine how the business strategy, legal environment, and megatrends in the external labor market affect human resource management. The course will also examine how the human resource functions contribute to formulating and implementing business strategy and achieving competitive advantage.

Objectives:
The primary goal of this course is to provide you with an understanding and appreciation of the basic functions of human resource management and current practices and issues. By the end of this course, you should be equipped to think systematically about how environmental forces shape HRM activities, and should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders. Specific learning objectives include the ability to:

- Create alignment between human resource strategies and business strategies.
- Identify, select, and develop people having the necessary knowledge, skills, and abilities.
- Use compensation and other incentives to attract, retain and motivate employees.
- Design work systems that empower employees to contribute to performance.
- Make human resource decisions that are legal and ethical.
- Understand how an employment relationship is like a contract (with both explicit and implicit expectations) and understand the consequences of contract breach.
- Use quantitative tools, where appropriate, to make and explain human resource decisions.

SMLR / HR Management 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.

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

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.

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

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): I value your participation in class. This includes facilitating discussion when you give your own presentations. We all learn from the free "give and take" of the exchange of ideas.

2) Case Analysis 1 – "The Future of Work" (15% of course grade): Research a specific challenge likely to be presented by the Future of Work. Describe and analyze the challenge. Provide recommendations as to how HR management can address that challenge. Short paper, plus a brief slide presentation.
(Case Analysis #1 is due on February 26.)

3) Case Analysis 2 – "Research in HR"(20% of course grade): Select an article from an academic journal such as the *Journal of Applied Psychology, Personnel Psychology, Academy of Management Journal, Journal of Management, or Organization Science from 2019-2023* – or from one of the well-known management journals such as *Harvard Business Review* or *MIT Sloan Management Review*. Ideally, select an article that covers one of your interests in HR. Present a brief analysis of the article, including:

- What are the purpose and the major findings of the research in the article?
- How does the research relate to topics covered in class?
- What are the practical implications for the field of HRM?
- How would you take this work further?

Short paper, plus a brief slide presentation.
(Case Analysis #2 is due on April 2)

3) Final Team Project and Presentation (30% of course grade): We will select teams early in the semester. Your team will choose an organization to both analyze and offer insightful and creative recommendations related to HR strategy and practice. A separate handout detailing this assignment will be provided. **Final team presentations will be on April 23 and April 30.**

4) Final Exam (25% of course grade): The final exam will cover the principles discussed in the course, the book, and class and case discussions, and will test your ability to apply key concepts to organizational scenarios. The exam may include short answer and/or essay questions.
Final Exam due on May 7

Note: All assignments (team and individual) will be submitted via Canvas.

EVALUATION

Your course grade will be determined as follows:

Course Component	Percentage of Final Grade
Class Participation	10%
Case Analysis 1	15%
Case Analysis 2	20%
Final Team Project	30%
Final Examination	25%
Total:	**100%**

Grading Scale
90-100 = A
88-89 = B+
80-87 = B
78-79 = C+
70-77 = C
60-69 = F

Course Materials

Text: Noe, R. A., Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2011 or later edition). *Fundamentals of Human Resource Management*. Irwin McGraw-Hill: New York. (ISBN: 978-0-07-353046-8) *Note…CD is not required.*

> <u>Optional Text</u>:
> Lepak, D. and Gowan, M. (2016). Human resource management: managing employees for competitive advantage. Second edition. United States of American: Chicago Business Press.
>
> S. E. Jackson, R. S. Schuler, and S. Werner. Managing Human Resources, 11e or later edition (Mason, OH: Thomson/South-Western, Publishing, 2012 or later edition).

Course Web Page:
All class material, including PowerPoint slides for the lectures and all assigned article readings, will be posted on the course's website: CANVAS (use your ID and password). Please be prepared with the material before coming to class.

Course Policies

Your active participation in our class is critical to the success of the course. Please be prepared to discuss readings and presentations. One of the most valuable facets of a university is the free exchange of ideas. Please plan to add value to our class sessions!

If you need to miss a class, please let me know.

<u>Academic Integrity</u>

The University's academic integrity policy is important to this class. Please 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/

<u>A Note about Artificial Intelligence tools</u>

I think AI tools can provide remarkable assistance. I encourage you to explore the power of AI tools. If you use an AI tool to generate information for one of your reports / projects, please footnote and cite in your references that an AI tool was used.

<u>Students with a need for accommodations</u>
If you need to request accommodation of any kind, please contact the Office of Disability Services. The ODS Coordinator will provide documentation to you. Upon review and approval, ODS will provide this documentation to you and the instructor. Please refer to the Office of Disability Services for Students for more detail regarding this policy:

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Course Schedule

Date	Topics	Reading
Class 1 January 22	Introductions Strategic Human Resources Management Current Trends in HR Management	Ch 1 Managing Human Resources Ch 2 Trends in Human Resource Management
Class 2 January 29	Equal Employment Opportunity Workplace Safety Organization Design and Job Design	Ch 3 Providing Equal Employment Opportunity and a Safe Workplace Ch 4 Analyzing Work and Designing Jobs
Class 3 February 5	Staff planning, recruiting, selection	Ch 5 Planning for and Recruiting Human Resources
Class 4 February 12	Staff planning, recruiting, selection	Ch 6 Selecting Employees and Placing Them in Jobs
Class 5 February 19	Training and Development Leadership Development	Ch 7 Training Employees Ch 8 Developing Employees for Future Success
Class 6 February 26	Building and maintaining a High Performance Organization	Ch 9 Creating and Maintaining High-Performance Organizations Case Analysis #1 Due
Class 7 March 5	Managing Performance Review	Ch 10 Managing Employees' Performance
Class 8 March 12	Retaining Employees	Ch 11 Separating and Retaining Employees
Spring Break - March 15 - 23		

Date	Topics	Reading
Class 9 March 26	Compensation: Pay Structure	Ch 12 Establishing a Pay Structure
Class 10 April 2	How to recognize employee contributions in pay programs	Ch 13 Recognizing Employee Contributions with Pay Case Analysis #2 Due
Class 11 April 9	Benefits and Total Rewards	Ch 14 Providing Employee Benefits
Class 12 April 16	Labor Relations Global HR Management	Ch 15 Collective Bargaining and Labor Relations Ch 16 Managing Human Resources Globally
Class 13 April 23	Final Project Presentations	
Class 14 April 30	Final Project Presentations	Final Projects Due
Class 15 May 7	Final Exam Due	

I look forward to working with you this semester!