



Rutgers University – School of Management and Labor Relations

HR Strategy I Fall, 2018

Instructor: Robert Calamai

Class sessions: Wednesdays, 4:30 – 7:10 pm

Location: Levin – Room 219

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Phone: 203-940-2630

Office Hours: By appointment

"The mind, once stretched by a new idea, never returns to its original dimensions." - Ralph Waldo Emerson

Required Text: Textbook: S. E. Jackson, R. S. Schuler, and S. Werner. Managing Human Resources, 12th Edition (Oxford University Press, 2018). ISBN-13: 978-0190857561

Case Studies and Articles: Harvard Business School Publishing: see below for information on how to access our assigned case studies and articles.

Sakai: The syllabus, PowerPoint presentations, and other important course documents will be posted to Sakai: <https://sakai.rutgers.edu>. Please check Sakai often for additional resources and for any changes to the syllabus.

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Course Overview

This course provides an overview of the role of human resource management (HRM) in contributing to organizational effectiveness. By the end of this course, you should think systematically about how environmental forces shape HRM activities, and you should be able to describe how specific HR practices can be used to help an organization satisfy its multiple stakeholders.

To understand the role of HRM requires an understanding of the environmental context in which HRM activities are conducted. Discussion of several aspects of context is the focus of the first several weeks. Included are topics such as globalization, labor market conditions, laws and regulations, country cultures and the reality of the continual organizational change.

Next, we briefly review the major activities included in a total HRM system (planning, recruitment, selection, training and development, performance management, compensation and labor relations). Our focus will be on understanding how these HRM activities can help a firm achieve competitive advantage.

The course employs a variety of teaching methods, including lectures, discussion, case analyses and student presentations. Although the specific activities will vary, the objectives will always be the same: to improve your understanding of how a firm's approach to managing human resources can enhance or detract from the firm's overall effectiveness.

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SMLR Learning Objectives relevant to this course:

1) 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)

2) 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)

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Course Requirements and Grading

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

1) Class Participation (20% of course grade): You will be expected to actively participate in class. One of the core discussions (for several classes) will be the assigned case studies. It is imperative you are prepared to discuss these case studies, as you will often be part of an “in-class” team that will discuss the case study and then share your insights with the broader class.

I will also post short articles on Sakai in a “Discussion Forum” and you will be expected to participate in these forums.

We may have a guest speaker in our class during the semester, and students are expected to participate in the discussions and topics brought forward by these experts.

2) Case Study (Individual Assignment – 20% of course grade): This will involve analyzing a case study. The two cases are listed below in the “Harvard Business Publishing” section. You will choose from two case studies, based on your interest in the topics covered in the cases. **A separate handout detailing this assignment will be provided and posted on Sakai. This assignment is due no later than October 12th at midnight.**

3) Midterm Examination – (20% of course grade): This examination will cover readings, case studies, articles, and information discussed in class. The examination will contain essay questions and a short case study. Additional information on the midterm exam will be provided at least two weeks before the exam date.

4) In-the-news presentations (Team Assignment – 15% of course grade):

You will be assigned to a team early in the semester. The requirement is for each team to identify a current “in-the-news” example of a key HR issue or challenge. The presentation should be no more than 20 minutes to permit time for class questions and answers. 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*, and presentation dates are noted on the Class Schedule below.

5) Final Team Presentation (25% of course grade): Organizations have many HR challenges in the current environment. These include but are not limited to: talent management, employee engagement and morale, compensation, leadership, skills/training, and employee/union relations. **Your team will select an organization to analyze for this assignment.** 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 are scheduled for December 19.**

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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>

EVALUATION

Your course grade will be determined as follows:

Course Component	Percentage of Final Grade
Class Participation	20%
Individual Assignment (Case Study)	20%
Midterm Exam	20%
In-the-news (Team Presentation)	15%
Final Team Presentation	25%
Total:	100%

Grading Scale

90-100 = A

88-89 = B+

80-87 = B

78-79 = C+

70-77 = C

60-69 = F

Note: for most assignment grades, I will also use “minus” grades, i.e. A-, B-, C- ; in addition to the standard grades above.

Course Policies

You are expected to attend every class, which is critical to the success of the course. You are expected to complete all of the reading and come to class prepared to discuss what you have read. Further, you should be prepared to discuss and debate the material for the course to practice critical thinking and to build your understanding of the material. You should be an active listener and be respectful of your classmates. Using cell phones or other electronic devices (i.e. texting) in class is not allowed. If for some reason you are unable to attend a class, you should inform me prior to class. If you miss a class for any reason, you are responsible to find out about materials covered and any changes in schedule or assignments.

Assignments will not be accepted after the noted due date unless special arrangements have been made with the professor in advance. Students will not be permitted to take examinations after the exam date stated on the syllabus. All known student disabilities and religious holidays will be accommodated as appropriate. If you need any accommodation, you should discuss this with me no later than the second class session.

All students will be expected to be familiar with and abide by the University's Academic Integrity Policy. Failure to comply with this policy will result in the student's failure of the course and referral to the Office of Student Conduct.

Students should use their Rutgers e-mail addresses for class communications with the instructor and the members of their team. In addition, we will use Sakai as the primary source of class content, and for other collaboration as required. **As such, students should check their Rutgers email and Sakai on a frequent basis.**

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: <http://disabilityservices.rutgers.edu/>.

Required Readings

Students are responsible for accessing and completing all readings prior to the class for which the readings are assigned. Required readings listed on the course schedule can be obtained as follows:

Required Text: Textbook: S. E. Jackson, R. S. Schuler, and S. Werner. *Managing Human Resources*, 12th Edition (Oxford University Press, 2018). ISBN-13: 978-0190857561

Harvard Business School Publishing:

You will see several "HBSP" references in the Course Schedule Below. There are two options for obtaining these reading materials (articles and case studies)

- I have set up a "course pack" unique to our class on the HBSP website. You can click on the following 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 Course Printed Materials: <https://hbsp.harvard.edu/import/552246>

*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.*

- You may be able to access some of this HBSP copyrighted material via the Rutgers library (note: certain case studies may only be available through Harvard Publishing)

Specific List of Cases and Articles:

For Class discussions - These are also noted on the Course Schedule:

1. Google's Project Oxygen: Do Managers Matter?
2. The Six Principles of Effective Global Talent Management
3. Talent Recruitment at frog design Shanghai
4. Reinventing Performance Management
5. Eliminating the Gender Pay Gap
6. Managing a Global Team: Greg James at Sun Microsystems, Inc. (A)

For Individual Assignment (Case Study) - These two case studies will be discussed in greater detail on the assignment sheet for the individual assignment:

1. People Operations at Mozilla Corporation
2. Maintaining the "Single Samsung" Spirit: New Challenges in a Changing Environment

See following page for Class Schedule

Class Schedule – Fall, 2018

Date	Class Session	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Sept. 5	1	External Environment Emerging Role of HR	Chapter 1
Sept. 12	2	Forecasting and Implementing HR Strategy	Chapter 2
Sept. 19	3	Ensuring Fair Treatment / Legal Compliance	Chapter 3 Google Case Study*
Sept. 26	4	Job Analysis / Competencies	Chapter 4
Oct. 3	5	Talent Management	Chapter 5 Article: Six Principles of Effective Talent Management*
Oct. 10	6	Selecting Employees	Chapter 6 Frog Design Case Study*
			Individual Assignment (Case Study) Due on Friday, October 12 at midnight
Oct. 17	7	Training and Development	Chapter 7
Oct. 24	8	MIDTERM EXAM	
Oct. 31	9	Performance Management	Chapter 8 Article: Reinventing Performance Management*
Nov. 7	10	Total Compensation	Chapter 9 Case Study: Eliminating the Gender Pay Gap* In-the-news presentations (teams)
Nov. 14	11	Performance Based Pay / Emerging Trends	Chapter 10 In-the-news presentations (teams)
Nov. 21	XX		No class – per Thanksgiving week schedule
Nov. 28	12	Unions / Global Worker Trends	Chapter 13
Dec. 5	13	Global HR	Chapter 14 Case Study: Managing a Global Team – Greg James*
Dec. 12	14	Current Global HR issues / Leadership trends	
		Time to prepare for team presentations	
Dec. 19	15	Final Team Presentations	

*HBSP: Harvard Business School Publishing (see required readings above)