

**HR Strategy IV:
Aligning HR and Business Strategies
38:533:690:01
Spring 2022
Wednesdays 4:30 – 7:10
Room 006**

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OVERVIEW

In this course, you will apply all what you have learned in this program to design an HR strategy to support the business strategy of your firm. The primary objectives of this course are to (1) deepen your understanding of how competitive pressures and various other external forces influence the evolution of your 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 Learning Objectives

At the completion of this course you should be able to:

- Describe how competitive pressures and other external forces influence organizations' business strategy and their approach to managing human resources
- Examine why certain companies outperform their competition and gain sustainable competitive advantage through the management of human capital
- Develop HR solutions to the ongoing challenges posed by those external and organizational pressures.
- Design an HR strategy aligned with the business strategy to ensure sustainable competitive advantage

MHRM Learning Objectives

Cognitive Skills and Process

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.

Learning Categories:

- Written & Oral Communication - Communicate effectively at a level and in modes appropriate to an entry level professional
- Quantitative Skills - Apply appropriate quantitative and qualitative methods for research workplace issues
- Research Skills - Demonstrate an ability to collect, analyze, and synthesize information to

make logical and informed decisions impacting the workplace

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

Learning Categories:

- Theoretical Perspective - Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.
- Understanding Context - Evaluate the context of workplace issues, public policies, and management decisions.
- Application - Demonstrate an understanding of how to apply knowledge necessary for effective work performance.

Professional Development

Learning Categories:

- Professional Development – Demonstrate an ability to interact with and influence others in a professional manner

Academic Honesty

The rights of students will be protected to insure that test scores are related to competence in the subject matter. Therefore, all examinations will be carefully proctored. If cheating is detected, it will be prosecuted to the limit allowed by University policies.

University Academic Integrity Policy:

http://academicintegrity.rutgers.edu/files/documents/AI_Policy_9_01_2011.pdf

Violations include: cheating, fabrication, plagiarism, denying others access to information or material, and facilitating violations of academic integrity.

Course Requirements

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

Required Readings

Required readings will be posted in Canvas. Other required readings must be purchased at Harvard Business Publishing at the link below. First create an account with them then purchase the Fall 2021 course packet:

<https://hbsp.harvard.edu/import/885588>

Class Material

The PowerPoint slides for the lectures and all other class material will be posted on the course's Canvas website.

Grading

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	150 points (15%)
Assignments	270 points (27%)
Case Studies	130 points (13%)
Class Project (Paper)	200 points (20%)
Class Project (Presentation)	50 points (5%)
Exam	200 points (20%)
Total:	1000 points (100%)

PARTICIPATION (15%)

Active learning is one of the most powerful tools for understanding complex concepts. Students 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 experiences with the class. Research shows that students learn more when they 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 sharing your own views and experiences, bringing in relevant current information, and in general contributing to our learning process.

Participation will include presenting assignments and answering discussion and case studies questions in class. Dysfunctional participation, such as the use of computers and cellphones for personal use, and engaging in side conversations detracts from the experience of everyone in our class and will result in a deduction of participation points. The primary ground rules for this course are:

- **On-Time Attendance** at all classes and participation is expected of graduate students and professionals. As per SMLR policy, attendance at each class session is required; students should consult with professor Castellano if a circumstance arises in which an absence will occur. Two or more absences may result in the lowering of the final course grade.
- **Quality NOT Quantity** - Participation does not mean sharing every single idea that occurs to you, disrespecting others' comments, or dominating the discussion. Generally – quality of contribution will always be rated higher than quantity of contribution.
- **Electronic Devices** – laptops are only to be used for note taking. Students using cellphones or laptops for non-classwork will receive a deduction in participation grade. Research shows that students who multitask with electronic devices underperform those who do not. Other research shows that students who take notes manually outperform students who use their computers for note taking (they are likely multitasking). Lastly, students will have to synthesize and apply all the material they learned in this graduate program and must be totally engaged in class.

ASSIGNMENTS (27%)

Students must submit their Power Point presentations before class begins each week to be ready to present if called upon. Note, instructions may differ in the recorded lectures. Late submitted assignments will be penalized. For all assignments, selected research sources must be appropriately cited when presenting trends, charts, models, etc.

Assignment 1: 21st Century Trends (30 points): Research the 21st century trends creating what pundits call the new normal, e.g., technological, global, labor force, economic, social and conduct an in-depth analysis of one trend that will be assigned to you by the professor. You need to present the evolution of this trend over time to present. Also, identify business threats and opportunities as a result of this trend. Prepare a Power Point presentation of your analysis and recommendations using charts, graphs, data, assessments, etc. Typical presentations are 5 – 10 slides.

Assignment 2: 21st Century Workforce (30 points): Research the 21st century workforce and create a demographic profile of one of the generational cohorts that will be assigned to you by the professor (Gen Z, Gen Y, Gen X, or Baby Boomers) by indicating its size, characteristics, values and work preferences. Also, identify an HRM program or benefit that is designed to engage someone with this demographic profile. Prepare a Power Point presentation of your analysis and recommendations using charts, graphs, data, assessments, etc. Typical presentations are 5 – 10 slides.

Assignment 3: SWOT Analysis (30 points): Describe your company's business strategy and competitive advantage. Identify the A positions that create the core competencies and competitive advantage. Conduct a SWOT analysis describing your organization's Strengths, Weaknesses, Opportunities, and Threats. As a result of the SWOT analysis, describe what this organization needs to do to ensure sustainable competitive advantage. Prepare a Power Point presentation of your business strategy, competitive advantage, A positions, SWOT analysis and recommendations. Typical presentations are 5 – 10 slides.

Assignment 4: Balanced Scorecard (30 points): Create a Balanced Score Card for your HR strategy (note this is for the entire company not just for A positions) and indicate the strategic Objectives, Measures, and Targets for each category. Also, describe which of these strategic objectives apply to your A positions and describe the **initiatives** that must be performed by employees in A positions to achieve these objectives. Note, these objectives, measures, targets, and initiatives for employees in A positions must be included in your performance management, compensation and incentive plans in your HR strategy. Prepare a Power Point presentation of your balanced scorecard, specific measures and recommendations. Typical presentations are 5 – 10 slides.

Assignment 5: A Positions and HR Objectives (30 points): Evaluate your firm's functional areas using the Mapping Human Capital form presented in class and plot the different functions in an HR Architecture (show both results). Describe the function and critical "A positions" (2-3) that generates the core competencies and competitive advantage of this company. Also, list the objectives of an HR system to manage talent in these "A positions" including the objectives for managing the (a) Competencies, (b) Behaviors, and (c) Work Environment to ensure sustainable

competitive advantage. Prepare a Power Point presentation of your mapping human capital, HR Architecture and objectives. Typical presentations are 5 – 10 slides.

Assignment 6: Organizational Culture and Leadership (30 points): Applying the research presented in lectures, describe the type of culture that best fits your company's strategy including the employees' behaviors and mindset that need to be fostered. Describe the key components of your HR system that shape your project company's organizational culture. Also, describe what leadership style and characteristics are ideal for this company and why this type of leader is needed. Prepare a Power Point presentation of your company's business strategy, culture, leadership style, and the key HR practices. Typical presentations are 5 – 10 slides.

Assignment 7: Executing Strategy (30 points): Describe the major implementation hurdles you expect executing your strategy and the key strategy for overcoming these hurdles. Also, describe the change management process for overcoming these hurdles and successfully executing your strategy. Typical presentations are 5 – 10 slides.

Assignment 8: Employee Engagement Framework (30 pts): 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 measure of engagement, drivers and/or conditions, and outcomes of employee engagement. If the engagement measure is not clear or includes drivers and conditions, highlight and explain why this is a problem. Prepare a Power Point presentation describing the framework and specifying the measure, drivers, and outcomes of employee engagement. Typical presentations are 5 – 10 slides.

Assignment 9: Assessing and critiquing HR strategies and presentations (30pts.): Review at least 10 (or all if less than 10) class presentations and assess the internal and external alignment of each HR strategy. Select two HR strategies and name at least one component in each strategy you would change or modify to improve either the internal or external alignment. For each strategy explain why you're your recommendations will improve either the internal or external alignment. Submit your assessment of two HR strategies in a word document, 2-3 double space pages.

CASE ANALYSES (13%)

Students must submit their case analyses before class begins. Note, this will differ in the recorded lectures. Late submitted cases will be penalized. Submit a paper of you answers to the case questions. Papers should be 2 -3 double space pages.

Case 1: Digital Gaming (65 points)

1. What do you think is the problem at DG?
2. Evaluate the HR system at DG i.e. how aligned is their HR system.
3. If you were asked to recommend changes to the HR system, what changes would you recommend? Why?

Case 2: McKinsey & Co. (65 points)

1. Describe the key components of the HR system for managing competencies, behaviors, and work environment that McKinsey developed over the years to achieve its objectives

- for managing knowledge and organizational learning.
2. Describe how McKinsey created a culture aligned with its customer intimacy strategy.

Team Class Project (Papers and Presentations (25%))

The class project requires each student to demonstrate their ability to design an HR strategy building on the concepts of internal and external alignment. Students will have the option to complete this project as part of a team assigned by the professor, or complete the project individually. Students are to select a company in a specific industry and design an HR strategy specifically for A positions to ensure sustainable competitive advantage given the organizational and environmental challenges facing this firm.

Project Paper (200 points)

I. Company Strategy

Briefly describe (no more than 1 page) what is your firm's strategy, competitive advantage, and A positions by referencing your attached one-page SWOT analysis as Appendix A, and your one-page Mapping Human Capital as Appendix B.

II. HR Objectives

Summarize objectives of your HR system (no more than 1 page) including Managing Competencies, Managing Behaviors, and Managing the Work Environment. Ensure you provide the following information:

a. Managing Competencies

Objectives: What core competencies are needed in "A positions" for sustainable competitive advantage? Indicate your plans to –Buy, Make/Develop, and Acquire talent. Indicate Where you plan to focus – locally, globally, combination.

b. Managing Behaviors

Objectives: What specific behaviors and mindset do you need these employees to demonstrate? Explain Why.

c. Managing Work Environment

Objectives: What are your goals for job and organizational design, e.g. to promote efficiencies, innovation, risk management, solutions, teamwork, etc. Explain Why.

III. HR Practices

Provide a detailed description of the **design of the specific HR practices and programs** that must be implemented to achieve **each objective** of your HR system. Ensure you describe these practices and/or programs comprehensively and how specifically they meet the objectives of the HR system to ensure sustainable competitive advantage. Ensure you answer **each component** of all questions. **This section is 60% of the project grade.**

1. Managing Competencies

How to acquire, develop, and/or acquire?

- a. What is your Recruitment Plan- what sources (colleges, search firms, etc.), how to implement, who is involved?
- b. What is your Selection Plan – what criteria, what methods, who is involved
- c. What is your Succession Management Program – how to select employees, what criteria, how to assess, what are the development plans, what is the process for movement into A positions?
- d. What is your Training & Development Plan – what competencies need to be developed, how will you design the training, what methods, who will deliver?
- e. Acquisition Plan – what external competencies are needed either now or in the future. How will you acquire, e.g. -M&A, joint venture, strategic partnership? Where will you acquire these competencies? Describe the HR due diligence process and integration plan?

2. Managing Behaviors

What behaviors and mindset do you want to reinforce? How will you motivate employees?

- a) PM System - Describe the strategic objectives, and measurable goals for A positions, as also noted in your balanced scorecard. Describe how employees in A positions will be evaluated, what methods, who will provide feedback?
- b) Compensation - How will you pay you're A players in A positions – describe base pay, ST and LT pay, and key benefits. Describe your incentive program based on achieving strategic objectives – describe the variance in total compensation, describe the components of incentive pay – cash, equity, etc.

3. Managing Work Environment

- a) Job Design – how will these jobs be designed? Describe key tasks, degree of standardization/complexity, amount of autonomy, decision making authority, amount of interdependencies, etc.
- b) Organizational Structure – what is the structure of the organization of these positions, hierarchical, flat, cross-functional, networked? Based on what – product, region, function Where /Who do A positions report into?

IV. Organizational Culture /Leadership

1. Describe the type of culture that best fits your company's strategy including the employees' behaviors and mindset that need to be fostered. Describe how your HR system shape the organizational culture. Describe other HR practices, policies, benefits, that are needed to further foster this culture (no more than one page).

2. Describe what leadership style and characteristics are ideal for this company and why this type of leader is needed. Describe your leadership development program, how you will find and develop leaders (no more than one page).

V. Strategic Measures

Summarize the key measures in your Balanced scorecard and identify those measures assigned to A positions (no more than one page). Attach your Balanced Scorecard as Appendix C. Note, selected objectives and measures that apply to A positions must be included in your performance management and compensation plans.

VI. Executing Strategy

Describe the major implementation hurdles you expect executing your HR strategy. Describe the process for overcoming these hurdles and successfully executing your strategy. Based on the Ulrich Model, indicate HR's focus when executing the HR strategy (no more than one page).

A successful report will:

- Follow the above format (I – VI) labeling all headings and subheadings (1a, b, c, etc.) and thoroughly answer all questions
- Be a professional, properly cited (e.g. MLA, AMA), polished paper of approximately 20 double-spaced pages (12pt font) text (excluding supplement material and appendices). Your report should be concise, well-written, and insightful—good enough to submit to executive management
- 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 (50 points)

Students will present their HR strategy in class. The presentation is intended to “sell” your strategy to the **Executive Management** of your firm and getting their approval. Your presentation must be **tailored to an executive audience** and needs to be very concise, and professionally executed. As with any presentation to executive management, you must ensure you do not exceed the allocated time you have to present. Each student's presentation will be **no more than 20 minutes** to allow time for questions.

Comprehensive Exam (20%, 200 points)

Exam will cover all lectures, readings, and material presented and discussed in class. There will be short essay, fill-in-the blank, and true and false questions. The exam will be posted on May 4 in canvas at 4:30p.m. and all answers will need to be uploaded by 7:10p.m. No exams can be posted after 7:10p.m.

CLASS SCHEDULE

Date	Topic	To Do
Week 1 1/19	<p>Lec. 1: Introduction / Overview</p> <p>Lec. 2: Environmental Challenges: Technology and Globalization Trends</p> <p>Lec. 3: Environmental Challenges: Economic, and Labor Force Trends</p>	<p>Chapter 1</p> <p>Reading: <i>A New Framework of Strategic Human Resource Management</i></p> <p>Submit Company Name</p> <p>Discussion Question: How are the environmental trends impacting talent management?</p>
Week 2 1/26	<p>Lec. 1: 21st Century Workforce Characteristics and Preferences</p> <p>Lec. 2: 21st Century Talent Management Challenges</p>	<p>Chapters 2, 3</p> <p>Assignment 1: 21st Century Trends</p> <p>Discussion Question: What are the major challenges for organizations managing the 21st century workforce?</p>
Week 3 2/2	<p>Lec. 1: Organizational Challenges: Strategy, SWOT, Competitive Advantage</p> <p>Lec.2: Organizational Challenges: Company Characteristics, Organizational Structures, Employee Concerns</p> <p>SWOT Analysis</p>	<p>Readings: - <i>Blue Ocean Strategy</i> - <i>Apple Case (read)</i></p> <p>Assignment 2: 21st Century Workforce</p> <p>Discussion Question: Why did Apple struggle historically in the Personal Computing market?</p>
Week 4 2/9	<p>Lec. 1: HR Planning</p> <p>Lec. 2: HR's Role in Mergers and Acquisitions</p> <p>Lec. 3: Organizational Adaptability</p>	<p>Chapter 6</p> <p>Reading: <i>The Five Competitive Forces That Shape Strategy</i></p> <p>Assignment 3: SWOT Analysis</p> <p>Discussion Question: Which of the five competitive forces that shape strategy has the greatest influence on your project company? Explain how?</p>

<p>Week 5 2/16</p>	<p>Lec. 1: Workforce Analytics</p> <p>Lec. 2: Measuring Success</p> <p>Lec. 3: Decision Science</p>	<p>Chapter 8</p> <p>Reading:</p> <ul style="list-style-type: none"> - <i>Linking Balance Scorecard Measures to Your Strategy</i> - <i>Using Workforce Analytics to Improve Strategy Execution</i> - <i>The Science and Practice of Workforce Analytics</i> <p>Assignment 4: Balanced Scorecard</p> <p>Discussion Question List your company’s strategy and two major objectives and measurable goals for sustainable competitive advantage. Explain why.</p>
<p>Week 6 2/23</p>	<p>Lec. 1: Principles of Effective HR Systems: Internal and External Alignment</p> <p>Lec. 2: HR System Objectives</p>	<p>Reading:</p> <p><i>The Impact of HRM Practices on Turnover, Productivity, and Financial Performance</i></p> <p>Case 1: Digital Gaming</p> <p>Discussion Question: Give an example of when a company must redesign their HR system to ensure external alignment? Explain what they need to do.</p>
<p>Week 7 3/2</p>	<p>Lec. 1: An HR Architectural Perspective, Mapping Human Capital</p> <p>Lec. 2: Designing Aligned Practices and Programs for “A Positions”</p>	<p>Chapter 6, 7</p> <p>Reading:</p> <p><i>Examining the Human Resource Architecture</i></p> <p>Assignment 5: A positions and HR Objectives</p> <p>Discussion Question: What are the core competencies of your project company? Give an application example.</p>
<p>Week 8 3/9</p>	<p>Lec. 1: Organizational Culture</p> <ul style="list-style-type: none"> - Aligning with Corporate Strategy - Creating Employee Mindset <p>Lec. 2: Role of Leadership</p> <ul style="list-style-type: none"> - Leadership Development and Succession Planning 	<p>Chapter 8</p> <p>Reading:</p> <p><i>Shaping Organizational Culture</i></p> <p>Assignment 6: Organizational Culture and Leadership</p> <p>Discussion Question: Indicate your company’s business strategy. And</p>

		what type of organizational culture and leadership characteristics are needed to support your company's business strategy?
3/16	SPRING BREAK	
Week 9 3/23	<p>Lec. 1: Executing Strategy - Overcoming Implementation Hurdles</p> <p>Lec. 2: Change Management</p> <p>Videos Jack Welch on "Strategy, Execution and People" https://youtu.be/xsEtVOCHYpE</p> <p>John Kotter - Resistance to Change https://youtu.be/Wdroj6F3VIQ</p>	<p>Reading: <i>Leading Change</i></p> <p><i>The Secrets to Successful Strategy Execution</i> https://hbr.org/2008/06/the-secrets-to-successful-strategy-execution</p> <p>Assignment 7: Executing Strategy</p> <p>Discussion Question: What is the best way for overcoming employees' resistance to change?</p>
Week 10 3/30	<p>Lec. 1: Employee Motivation and Engagement</p> <p>Lec. 2: Employee Engagement Framework - Drivers and Outcomes</p>	<p>Chapters 4, 5</p> <p>Reading: <i>Employee Motivation</i></p> <p>Assignment 8: Employee Engagement Framework</p> <p>Discussion Question: How is employee engagement measured in the framework you researched? (note, if not a true measure, explain why).</p>
Week 11 4/6	<p>Lec. 1: Inter-Firm Collaboration</p> <p>Lec. 2: Managing Human, Social, and Intellectual Capital - Innovation</p>	<p>Readings: - <i>From Bureaucracy to Networks</i> - <i>Collaborative Leadership</i> - <i>Social Capital, Intellectual Capital and the Organizational Advantage</i></p> <p>Case 2: McKinsey & Co.</p> <p>Discussion Question: Describe two key HR practices that are aligned with inter-firm collaboration.</p>

<p>Week 12 4/13</p>	<p>Lec. 1: HR Competencies</p> <p>Lec. 2: Role of HR - HR's Focus</p> <p>Add Lec. 3 Effective Presentations</p> <p>Add Lec. 4 Project Review</p>	<p>Readings:</p> <ul style="list-style-type: none"> - <i>A New Role for the CHRO</i> - <i>Why We Love to Hate HR</i> <p>Discussion Question: Based on the Ulrich Model, what should be your project company's HR Focus for delivering your HR strategy? Explain why.</p>
<p>Week 13 4/20</p>	<p>Student Project Presentations</p>	<p>All Project Papers and Presentations Due</p> <p>Discussion Question How do you prepare for an executive presentation?</p>
<p>Week 14 4/27</p>	<p>Student Project Presentations</p> <p>Lec. 1: Pulling it All Together</p>	<p>Add Assignment 9: Assessing and critiquing HR strategies and presentations</p> <p>Discussion Question Which HR strategy (other than yours) would have the greatest probability of success? Explain why.</p>
<p>Week 15 5/4</p>	<p>Delete Lec. 1: Assessing and critiquing HR strategies and presentations</p>	<p>Comprehensive Exam</p> <p>Discussion Question: Complete Course Feedback Forum</p>