The Future of Human Resource Management
[38:533:615:01]
Fall 2021
[Syllabus as of August 7, 2021]

"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: Wednesday, 7:20 – 10:00 pm., 9/1 – 12/15; Room 004 – Janice Levin Building
Email: jim.terez@rutgers.edu
Phone: 732-995-1737 (cell)
Office Hours: By appointment. Office: Room 217-A Levin Building or via Webex
https://rutgers.webex.com/join/jet84 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 Format – In-Person

We will meet together in Levin Room 004, as scheduled. We will use Canvas as our learning management system platform.

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 in teams 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 Process
The cognitive skills and process area reflects the goal for SMLR/MHRM programs to help students develop skills central to lifelong learning and participation in society and the workplace.

Learning Categories:
   i. Written and Oral Communication – Communicate effectively at a level and in modes appropriate to an entry level professional.
   ii. Quantitative Skills – Apply appropriate quantitative and qualitative methods for researching workplace issues
   iii. 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:
   iv. Theoretical Perspectives – Demonstrate an understanding of relevant theories and apply them given the background context of a particular work situation.

v. Understanding Context – Evaluate the context of workplace issues, public policies, and management decisions.

vi. Application – Demonstrate an understanding of how to apply knowledge necessary for effective work performance.

Professional Development

Learning Categories:

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

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 1 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. [Projects #1 and #2 can be completed as individual projects or as 2-person group projects.] **Project #1 is 20% and Project #2 is 25% of your grade.**

- **Final Team Project** *(Team Grade)*: The final team project can be based on a case that you build based on your own interests, knowledge, and experience or on a published business case. 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 - 20 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 determined as follows:

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
Gary Hamel, *The Future of Management*, Harvard Business School Press, 2007
Gary Hamel, *What Matters Now,* Jossey-Bass/Wiley, 2012
Dave Ulrich, Bill Schiemann, and Libby Sartain, eds., *The Rise of HR: Wisdom from 73 Thought Leaders,* HR Certification Institute, 2015.
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
Mike Losey, Sue Meisinger, Dave Ulrich, eds., *The Future of Human Resource Management*, Wiley, 2005

These are recommended books. There is no required book. However, if you decide you really like one or more of these, most are available new or used 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	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 Sept 1	Course introduction and background	David Bollier, *The Future of Work*, Ch. I "The 21st Century Workplace" Gary Hamel, *The Future of Management*: Part I "Why Management Innovation Matters" Meister and Mulcahy, *The Future Workplace Experience* Ch1 "Make the Workplace an Experience"
Class 2 Sept 15	Changing environment for organizations creates challenges and opportunities	*The Future of Work*, Ch. I *The Future of Management*, Part I *The Future Workplace Experience*, Ch. 1
Class 3 Sept 22	Organization Structure, Job Design, Career Design	*The Future of Work*, Ch. II "How Technology is Changing Work" *The Future of Management*, Part I *The Future Workplace Experience,* Ch.4 "Consider Technology an Enabler and a Disruptor" **Reports on Analysis Project 1**
Class 4 Sept 29	Organization Structure, Job Design, Career Design	*The Future of Work*, Ch. II *The Future of Management*, Part I *The Future Workplace Experience*, Ch. 4 **Reports on Analysis Project 1**
Class 5 Oct 6	Workforce Planning and Recruiting	*The Future of Work*, Ch. IV "The Firm of the 21st Century" *The Future of Management*, Part II "Management Innovation in Action" *The Future Workplace Experience,* Ch. 5 "Build a Data-Driven Recruiting Ecosystem"" **Reports on Analysis Project 1**
Class 6 Oct 13	Workforce Planning and Recruiting	*The Future of Work,* Ch. IV *The Future of Management,* Part II *The Future Workplace Experience*, Ch. 5
Class 7 Oct 20	Reviewing Performance; Learning, and Leadership Development	*The Future of Work,* Ch. III "The Workers of Tomorrow" *The Future of Management,* Part II *The Future Workplace Experience*, Ch. 6 "Embrace On-Demand Learning" and Ch. 3 "Be an Agile Leader"
Class 8 Oct 27	Reviewing Performance; Learning, and Leadership Development	*The Future of Work,* Ch. III *The Future of Management,* Part II *The Future Workplace Experience*, Ch. 6 and 3 **Project #2 Presentations**

Class 9 Nov 3	Compensation, Benefits, Total Rewards.	Dan Pink, *Drive*, Part 1, "A New Operating System" *The Future of Management*, Part III "Imagining the Future of Management" and Part IV "Building the Future of Management" **Project #2 Presentations**
Class 10 Nov 10	Compensation, Benefits, Total Rewards	Dan Pink, *Drive*, Part 1, "A New Operating System" *The Future of Management*, Part III "Imagining the Future of Management" and Part IV "Building the Future of Management" **Project #2 Presentations**
Class 11 Nov 17	Compensation, Benefits, Total Rewards [Time for final project work.]	*The Future of Management*, Parts III and IV **Project #2 Presentations**
Class 12 Nov 24	[Catch-up; special topics]	*The Future of Management*, Parts III and IV
Class 13 Nov 29	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 Dec 1	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 Dec 8	Conclusion. Plans and projects for the future.	**Final Project Presentations**
Class 16 Dec 15	Conclusion. Plans and projects for the future.	

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 semeter.