

**HR Strategy IV: 38:533:690:01**  
**Aligning Business and HR Strategies**  
**Spring 2025**  
**Room: 006**  
**Wednesday 4:30 p.m. – 7:10p.m.**

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Office Hours: Wednesdays 3:00 – 4:00, or by appointment  
Class Material: Canvas

**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.

#### **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
- Present ideas and arguments in a logical and effective way

#### **II) Quantitative Skills – Apply appropriate quantitative and qualitative methods for research workplace issues.**

- Formulate, evaluate, and communicate conclusions and inferences from quantitative information
- Apply qualitative methods appropriately, alone and in combination with quantitative methods

#### **III) Research Skills – Demonstrate an ability to collect, analyze and synthesize information to make logical and informed decisions impacting the workplace. Use evidence to evaluate hypotheses, theories and approaches to workplace issues.**

- Employ current technologies to access information, to conduct research, and to communicate findings
- Analyze and synthesize information and ideas from multiple sources to generate new insights
- Assess and critique relevant evidence and research findings
- Access high-quality historical, qualitative, and quantitative evidence or research
- Use evidence-based analysis to appraise the validity of various hypotheses, theories, and approaches to workplace issues

### **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.

#### **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 issues related to business strategies, organizational structures, and work systems
- Analyze issues related to the selection, motivation, and development of talent in a local and global context (HRM)

**VI) 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)

**Professional Development –**

**VII) Professional Development – Demonstrate an ability to interact with and influence others in a professional manner, and to effectively present ideas and recommendations**

- Develop effective presentation skills appropriate for different settings and audiences
- Develop career management skills to navigate one's career
- Develop capabilities to work and lead in a multicultural and diverse environment
- Work productively in teams, in social networks, and on an individual basis
- Develop cultural agility competencies
- Demonstrate lifelong personal and professional development skills

**Academic Honesty**

The rights of students will be protected to insure that all required work are related to competence in the subject matter. Therefore, all submitted work will be carefully assessed. If cheating, fabrication, and plagiarism 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](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/1248769>

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	100 points
Assignments	250 points
Exam	200 points
Case Studies	100 points
Class Project	350 points
<b>Total:</b>	<b>1000 points</b>

### **PARTICIPATION (100 points)**

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. Participation points will be given to students who attend classes on time, ask thoughtful questions, provide a point of view during class lectures, and provide feedback on students' class presentations.

Participation points will be deducted for late submission of required work, class absences, arriving to class late or leaving early, and dysfunctional participation such as the use of computers and cell phones that detracts from the experience of everyone in our class. Students who miss three classes may be required to take an incomplete and take the class over.

## **ASSIGNMENTS (250 points)**

Students must submit their assignment no later than the **Tuesday before the assigned class** due date. Late submitted assignments will be penalized. All group assignments related to the class project must be submitted by each student working in the group. For all assignments, selected research sources must be appropriately cited when presenting trends, charts, models, etc.

**Individual Assignment 1: 21st Century Trends (25 points):** Research the 21st century trends creating what pundits call the new normal, e.g., technological, global, labor force, economic, and social trends. Conduct an in-depth analysis of one or more trends and present the evolution of this trend over time to present. Also, identify the major business threats and opportunities as a result of this trend. You can focus on your project company's business threats or any general business threat. Prepare a Power Point presentation of your analysis and recommendations using charts, graphs, data, assessments, etc. Typical presentations are 5 – 10 slides.

**Team Assignment 2: SWOT Analysis (25 points):** Describe your company's business strategy (product or service leadership, operational excellence, or customer intimacy). Describe the core competencies that create your company's 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.

**Team Assignment 3: A Positions and HR Objectives (25 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 in presentation). Describe the highest ranked function, e.g. technology, marketing, etc. and 1-2 "**A positions**" in that functional area that generate the core competencies and competitive advantage of this company. Also, list the objectives (not practices) 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.

**Team Assignment 4: Balanced Scorecard/PM Objectives (25 points):** Create a Balanced Score Card for your project company and indicate the measurable strategic Objectives and measurable Targets for each category. Note, this is for the entire company not just for A positions. Also, indicate which two of these measurable strategic objectives and targets will be assigned to employees in your A positions and describe the initiatives that must be performed by employees in A positions to achieve these objectives. Note, these measurable objectives and targets, and initiatives for employees in A positions must be included in the performance management and compensation plans in your HR strategy. Prepare a Power Point presentation of your balanced scorecard, specific measures and recommendations. Typical presentations are 5 – 10 slides.

**Team Assignment 5: Organizational Culture and Leadership (25 points):** Applying the research presented in lectures, describe the type of culture that best fits your project company's strategy and describe the employees' behaviors and mindset that need to be fostered. Describe two HR practices or policies you plan to include in your HR system that help shape your project company's organizational culture. Describe what leadership style and characteristics are ideal for this company and explain 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.

**Individual Assignment 6: 21st Century Workforce (25 points):** Research the 21st century workforce and create a demographic profile of one of the generational cohorts (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 and explain why. Prepare a Power Point presentation of your analysis and recommendations using charts, graphs, data, assessments, etc. Typical presentations are 5 – 10 slides.

**Individual Assignment 7: McKinsey & Co. HR Practices (25 points)**

After reading the McKinsey case, assess the key HR practices McKinsey implemented over the years for managing knowledge and organizational learning aligned with its customer intimacy strategy. Describe at least one HR practice implemented for managing competencies, managing behaviors, and managing the work environment. Prepare a Power Point presentation of the practices you selected. Typical presentations are 5 – 10 slides.

**Team Assignment 8: HR Due Diligence and Integration Plans (25 points):** Describe what competencies are needed either now or in the future to ensure sustainable competitive advantage of your project company. Describe which acquisition strategy makes the most sense for acquiring external talent, e.g. acquisition, merger, joint venture, or a strategic partnership? Most important, describe the HR due diligence and integration plans. Prepare a Power Point presentation describing needed competencies, type of strategy, and the HR due diligence and integration plans. Typical presentations are 5 – 10 Slides.

**Individual Assignment 9: Assessing and critiquing HR strategies (50 pts.):** After reviewing all class power point presentations, select and assess **two HR strategies** to improve. Specifically name at least one HR practice in each of the two HR strategies you would change or modify to improve either the internal or external alignment. Explain why 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 ANALYSIS (100 points)**

This case is to be completed **individually** by each student. Number and answer each question and submit a paper of your answers to the case questions. Papers should be 3 -4 double space pages.

#### **Case 1: Digital Gaming (50 points)**

1. What do you think is the problem at DG?
2. Evaluate the HR system at DG and describe which HR practices are **not aligned** to support the product leadership strategy of the company.
3. Which HR practices are not aligned with the strategy of the company? Explain why. Describe in detail how you would revise these HR practices to be both internally and externally aligned.

#### **Case 2: Employee Engagement (50 points)**

Research a noted employee engagement model/framework, other than the framework in the text, in the academic and/or consulting literature.

1. Indicate the corresponding measure of engagement, drivers and/or conditions, and outcomes of employee engagement (show the framework in the paper).
2. Applying the methods presented in class, describe what technique you would use to analyze and how to validate the measure of engagement (what type of analysis, how to validate)
3. Applying the methods presented in class, describe what technique you would use to analyze and how to validate the relationships between the engagement measure and outcomes and what is the minimum number of comparisons you need to analyze these relationships?

### **TEAM CLASS PROJECT (350 points)**

Each team will consist of two students. The team project is a primary requirement for this class and requires students to demonstrate their ability to design an HR strategy building on the concepts of internal and external alignment. The team is to select a company (approved by the professor) 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 (300 points)**

##### **I. Introduction (no more than 2 pages)**

###### **1. Strategy**

Just briefly describe your firm strategy as either: Product Leadership, Operational Efficiency, or Customer Intimacy

###### **2. A Positions**

Identify the **2 – 3 A Positions** that is the focus of the HR Strategy by referencing your Mapping Human Capital Form, and HR Architecture which you will show in Appendix A.

### 3. HR Strategy Objectives

Summarize the objectives (not practices) of your HR system including Managing Competencies, Managing Behaviors, and Managing the Work Environment. Ensure you provide the following information:

#### **Managing Competencies**

Objectives: What core competencies (SKAs) are needed in “A positions” for sustainable competitive advantage?

#### **Managing Behaviors**

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

#### **Managing Work Environment**

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

## II. HR Practices

Provide a **detailed** description of the **design of all HR practices and programs** in your HR system for A positions that must be implemented to achieve sustainable competitive advantage. Ensure you describe these practices and/or programs comprehensively. Note, you are designing a high-commitment HR system for highly strategic and unique talent (not an HR system for traditional employees). Ensure you answer **each component** of all questions.

### 1. Managing Competencies

Consider how to recruit, develop, and acquire highly unique and strategic talent.

- a. What is your Recruitment Plan Describe how you will recruit external highly unique talent. Describe your main competitors and how you plan to recruit their top employees. Describe who are the top universities and how will you recruit top students? Describe in detail your recruitment sources, how they will be designed or managed, who is involved, and the process for recruiting top candidates?
- b. What is your Selection Plan Describe the criteria (competencies, behaviors) for selecting top candidates. Describe what specific selection methods will be used to ensure job-person and job-organization fit, and who is involved. Describe in detail how you would design selection methods to assess each selection criteria. Finally, describe the final assessment and hiring process.
- c. What is your Succession Management Program This is how you will find internal highly unique talent. Describe the selection criteria (competencies, behaviors) and how you will identify (the process) and assess (the methods) high potential talent for the succession management program. Describe in detail the developmental plans (steps, programs, etc.) for selected employees and the process (who is involved) for movement into A positions (assessing and promoting)?



- d. What is your Training & Development Plan Describe what are the unique/high demand competencies your top talent in A positions need to possess to ensure continued success? What behaviors will also be the focus of the T&D plan? Describe in detail how you will design the training, e.g. describe what methods you would use to develop each competencies, how to be delivered, and who will deliver the training.
2. **Managing Behaviors**
- a) PM System - Describe two key **strategic measurable objectives and measurable goals** (show measures and the targeted percent increase) for A positions, and the initiatives that must be completed to achieve these objectives. Note, that these objectives must also be included in the balanced scorecard for the entire company as shown in Appendix B. Also describe one behavioral objective. Describe how employees in A positions will be evaluated, what methods, and who will provide feedback?
- b) Compensation Plan - How will you pay employees in A positions? Describe the base pay and key benefits. Describe in detail the variable incentive (bonus) plan based on achieving strategic objectives. Describe the amount of bonus (or percent of compensation) that will be provided based on meeting, exceeding, or not meeting each strategic objectives. Describe the ST (cash) and LT (equity) components of the bonus (what percent ST, what percent LT). Describe the features of the LT equity component (stock options, RSU, etc.) and vesting period. Lastly, summarize the potential variance in total compensation based on meeting, exceeding, or not meeting objectives.
3. **Managing Work Environment**
- Consider what type of work environment is needed to ensure employees in A positions have the opportunity to succeed.
- a) Job Design Describe how A positions will be designed? Describe the key tasks and degree of standardization/complexity, amount of autonomy, decision making authority, and amount of interdependencies.
- b) Organizational Structure Describe the function where the A positions are located, e.g. technology, marketing, operations, etc. Describe the structure of the organization for the A positions, e.g. hierarchical, flat, cross-functional, networked? Describe what position/who do A positions report into?

**A successful report will:**

- Follow the above format (I, 1, 2, 3) II. 1a, b, c, d, 2a, b, 3a, b) labeling all headings and subheadings and thoroughly and comprehensively describe each part of your strategy
- 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 well-written, and insightful—this is a report that will be submitted 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. Points will be deducted for poorly formatted, grammatically incorrect papers.

### **Team Presentations (50 points)**

Teams will present their HR strategy in class in a Power Point presentation. The presentation is intended to for 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 (engaging, no notes/reading, professionally delivered). You must be prepared to answer thoughtful questions by the professor and students who will play the roles of an executive management team.

As with any presentation to executive management, you **must ensure** you do not exceed the allocated time you have to present. Each team's presentation will be no more than **15 minutes** leaving time for questions.

### **EXAM (200 points)**

Students will have five days to submit a paper on designing and implementing an organizational transformation strategy focusing on the role of HR. The paper will describe the steps and HR's role of a strategic transformation of a company changing its strategic focus from a product leadership to a customer intimacy strategy. Describe in detail the process and steps including 1. Applying the Star Model for a new Organizational Design; 2. Aligning your HR Objectives and System; 3. Transforming and Aligning Culture; and 4. Executing Strategy and Leading Change. Students **must apply the research presented in lectures and readings**. Students who submit papers based on other research found in internet searches or Chat GPT that do not apply the research presented in class will receive a failing grade.

Label each section: Organizational Design, Aligning HR Objectives and System, Transforming and Aligning Culture, Leading Change and provide detailed and comprehensive answers.

## CLASS SCHEDULE

Date	Topic	To Do
Week 1 1/22	<p>Lec. 1: Introduction / Overview</p> <p>Lec. 2: Technology Trends</p> <p>Lec. 3 Globalization Trends</p> <p>Lec. 4 Economic, and Labor Force Trends</p>	<p><b>Chapter 1</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>- <i>Global Technology Trends 2040</i></li> <li>- <i>Future of Work</i></li> <li>- <i>The Path to 2075- Slower Growth, But Convergence Remains Intact</i></li> <li>- <i>AI and Life in 2030</i></li> </ul> <p><b>Due Next Week:</b></p> <p><b>Assignment 1:</b> 21<sup>st</sup> Century Trends</p> <p><b>Submit team names and company name (approved by professor)</b></p>
Week 2 1/29	<p>Lec. 1: Organizational Challenges: Strategy, Competitive Advantage, SWOT Analysis</p> <p>Lec. 2: Organizational Challenges: Managing the Future of Work</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>- <i>Jobs of Tomorrow</i></li> <li>- <i>McKinsey the state of organizations 2023</i></li> <li>- <i>Generative AI Reset Turning Potential into Value</i></li> </ul> <p><b>Due Next Week</b></p> <p><b>Assignment 2:</b> SWOT Analysis/Competitive Advantage</p>
Week 3 2/5	<p>Lec.1: Organizational Design</p> <p>Lec. 2: Principles of Effective HR Systems: Internal and External Alignment</p>	<p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>- <i>The Star Model</i></li> <li>- <i>McKinsey 7S Model</i></li> <li>- <i>The Impact of HRM Practices on Turnover, Productivity, and Financial Performance</i></li> <li>- <i>How does HRM Influence Organizational Outcomes?</i></li> <li>- <i>Read Digital Gaming Case</i></li> </ul> <p><b>Due Next Week</b></p> <p><b>Case 1: Digital Gaming Due</b></p>
Week 4 2/12	<p>Lec. 1: An HR Architectural Perspective, Mapping Human Capital. Identifying A positions</p> <p>Lec. 2: HR System Objectives</p> <p>Lec. 3: Designing Aligned Practices and Programs for “A Positions”</p>	<p><b>Chapter 6, 7</b></p> <p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>- <i>Examining the Human Resource Architecture</i></li> </ul> <p><b>Due Next Week</b></p> <p><b>Assignment 3:</b> A positions and HR Objectives</p>

Week 5 2/19	<p>Lec. 1: Workforce Analytics</p> <p>Lec. 2: Measuring Success</p> <p>Lec. 3: Decision Science</p>	<p><b>Chapter 8</b></p> <p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>- <i>Linking Balance Scorecard Measures to Your Strategy - HBP</i></li> <li>- <i>The Science and Practice of Workforce Analytics</i></li> <li>- <i>Three Keys to Faster and Better Decisions</i></li> <li>- <i>An Executive Guide to AI</i></li> </ul> <p><b>Due Next Week</b></p> <p><b>Assignment 4:</b> Balanced Scorecard/ PM Objectives</p>
Week 6 2/26	<p>Lec. 1: Organizational Culture</p> <ul style="list-style-type: none"> <li>- Aligning with Corporate Strategy</li> <li>- Creating Employee Mindset</li> </ul> <p>Lec. 2: Role of Leadership</p> <ul style="list-style-type: none"> <li>- Leadership Development and Succession Planning</li> </ul>	<p><b>Chapter 8</b></p> <p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>- <i>Five Bold Moves to Quickly Transform your Organization's Culture</i></li> <li>- <i>Global Leadership Forecast</i></li> <li>- <i>Succession Planning Template</i></li> </ul> <p><b>Due Next Week</b></p> <p><b>Assignment 5 :</b> Organizational Culture and Leadership</p>
Week 7 3/5	<p>Lec. 1: 21<sup>st</sup> Century Workforce Characteristics and Preferences</p> <p>Lec. 2: 21<sup>st</sup> Century Talent Management Challenges</p>	<p><b>Chapters 2, 3</b></p> <p><b>Reading</b></p> <ul style="list-style-type: none"> <li>- <i>The Multigenerational Workforce</i></li> <li>- <i>Business in Society Report</i></li> </ul> <p><b>Due Next Week</b></p> <p><b>Assignment 6:</b> 21<sup>st</sup> Century Workforce</p>
Week 8 3/12	<p>Lec. 1: Employee Motivation and Engagement</p> <p>Lec. 2: Employee Engagement Framework</p> <ul style="list-style-type: none"> <li>- Drivers and Outcomes</li> </ul>	<p><b>Chapters 4, 5</b></p> <p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>- <i>Great Attrition or Great Attraction? The choice is Yours</i></li> <li>- <i>Work Re-Architected</i></li> <li>- <i>A New Framework of Employee Engagement</i></li> </ul> <p><b>Due Next Week:</b></p> <p><b>Case 2:</b> Employee Engagement Framework</p>

3/19	<b>SPRING BREAK</b>	
Week 9 3/26	<p>Lec. 1: Inter-Firm Collaboration</p> <p>Lec. 2: Managing Human, Social, and Intellectual Capital - Innovation</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>- <i>From Bureaucracy to Networks</i></li> <li>- <i>Collaborative Leadership</i></li> <li>- <i>Social Capital, Intellectual Capital and the Organizational Advantage</i></li> <li>- Read McKinsey &amp; Co Case - <b>HBP</b></li> </ul> <p><b>Due Next Week:</b> <b>Assignment 7:</b> McKinsey &amp; Co. HR Practices</p>
Week 10 4/2	<p>Lec. 1: HR Planning</p> <p>Lec. 2: HR's Role in Mergers and Acquisitions</p> <p>Lec. 3: Organizational Adaptability</p>	<p><b>Chapter 6</b></p> <p><b>Reading:</b></p> <ul style="list-style-type: none"> <li>- <i>A New Framework of Strategic Human Resource Management</i></li> <li>- <i>Reimagining the Future of Work</i></li> <li>- <i>Raising the Resilience of your Organization</i></li> </ul> <p><b>Due Next Week</b> <b>Assignment 8:</b> HR Due Diligence and Integration Plans</p>
Week 11 4/9	<p>Lec. 1: Executing Strategy - Overcoming Implementation Hurdles</p> <p>Lec. 2: Change Management</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>- <i>Leading Change</i> - <b>HBP</b></li> <li>- <i>The McKinsey 7-S model for Organizational Alignment and Success</i></li> </ul>
Week 12 4/16	<p>Lec. 1: HR Competencies</p> <p>Lec. 2: Role of HR - HR's Focus</p> <p>Lec.3: Project Review</p> <p>Lec. 4: Effective Presentations</p>	<p><b>Readings:</b></p> <ul style="list-style-type: none"> <li>- <i>Next Generation HR 2022</i></li> <li>- <i>What's Next for 21<sup>st</sup> Century HR</i></li> <li>- <i>Artificial Intelligence and HR</i></li> <li>- <i>How the CHRO Role is Changing</i></li> </ul> <p><b>Due 4/23 by 12:00 p.m.</b> <b>All Project Papers and Power Point Presentations</b></p>
Week 13 4/23	<b>Random Teams 1 - 5 Presentations</b>	<b>All Project Papers and Power Point Presentations</b>

<p>Week 14 4/30</p>	<p><b>Random Teams 6 - 7 Presentations</b></p> <p>Lec. 1: Assessing and critiquing HR strategies and presentations</p> <p>Lec.2: Organizational Strategic Transformation and Exam Prep</p>	<p><b>Due May 6</b> <b>Assignment 9:</b> Assessing and critiquing HR strategies</p>
<p>Week 15 5/7</p>	<p><b>Comprehensive Exam Open Book 5/7 to 5/11</b></p>	<p><b>Discussion Question:</b> Complete Course Feedback Forum</p>