



## HR Strategy IV: Design

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Fall 2025

[Syllabus as of September 3, 2025]

*“Culture eats strategy for breakfast – but HR enables culture through purposeful design of the employee experience.” – Peter Drucker (Renowned Management Consultant)*

*“Organizations are systems of interrelated functions. HR must not operate in a silo – it must integrate with and support every function across the business.” – Dave Ulrich (professor, author, speaker management coach and consultant)*

*“Strategic human resource management means formulating and executing HR systems—HR policies and activities—that produce the employee competencies and behaviors the company needs to achieve its strategic aims.” – Gary Dessler (professor and author)*

*“Human resources isn’t a thing we do. It’s the thing that runs our business.” - Steve Wynn (Businessman & CEO, Wynn Resorts)*

*“Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others.” – Jack Welch (Former CEO, GE)*

**Instructor:** Jane Baylis

**Class Sessions:** Wednesdays, 7:20 – 10:00 pm

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**Office Hours:** By appointment

## Course Overview

HR IV (Design) will provide a capstone overview of HR topics such as Human Capital Strategy, Data Driven HR, Organizational Culture, People Experience, Succession Management, Talent Acquisition, Total Rewards, Talent Development, Performance Management, and how the organization works as a system. You will learn how to apply knowledge and theory to practice and will be able to demonstrate how to craft an integrated HR Strategy.

## Academic Honesty

**University Academic Integrity Policy:**

### University Policy 10.2.13

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

## **SMLR / HR Management Learning Goals**

### ***Three Core Areas for Success in SMLR***

The curriculum in the programs within SMLR focuses on different areas (i.e.. HRM, LSER) and levels of study (i.e.. UG, Masters, PhD). Across these programs, we strive to advance students cognitive skills and processes, their Knowledge of Theory and Application, and develop their professional skills.

- 1) Cognitive Skills and Processes
- 2) Knowledge of Theory, Practice, and Application
- 3) Professional Development

### **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

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

- Formulate, evaluate, and communicate conclusions and inferences from quantitative information.
- Apply quantitative methods to analyze data for HR decision making including cost-benefit analyses, ROI, etc. (HRM)
- Apply qualitative methods appropriately, alone and in combination with quantitative methods.

#### **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.

#### **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.

#### **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 and intersectional 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 local and global context (HRM)

#### **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**

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.

### **Student Resources and Scholarships**

- a. If you are in need of help in the areas of (a) mental health, (b) academic coaching, and (c) financial assistance: <https://smlr.rutgers.edu/about-smlr/fall-2022-information-smlr-students>
- b. Scholarships – we encourage you to view the SMLR’s scholarship offerings,: <https://smlr.rutgers.edu/academic-programs/scholarships>

## 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):** You will be expected to actively participate in class. It is important that you are prepared to discuss your readings and share your insights with the broader class.

**2) Assignments (25% of course grade):** This will involve answering essay questions. A separate handout detailing this assignment will be provided and posted on Canvas.

**3) Final Team Project and Presentation (35% of course grade):** You will be assigned to a team early in the semester. Your team will deliver a detailed HR playbook and a 100-Day Executive Update that clearly defines strategic priorities, execution plans and success metrics. This playbook should also serve as a repeatable model for future acquisitions. 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 Canvas. **The final team presentations will be on December 10<sup>th</sup>.**

**4. Comprehensive Exam (30% of course grade):** You will prepare a 25-page paper. For the grading of the comprehensive exam, there will be four categories:

- Demonstrated Comprehension of Course Content
- Evidence of Background Knowledge and Integration of Theory and Practice
- Validity of Facts and Perspectives
- Quality of Writing

Each category will be assigned a grade of 1-Unsatisfactory, 2-Marginal, 3-Satisfactory, 4-Mastery. A “Satisfactory” grade must be obtained for all four categories as demonstrated in the paper.

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

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## Course Materials

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:

- Gary Dessler 2024 **Human Resource Management, 17th Edition**. Pearson. (*All assigned chapters appear in the course schedule*)
- Patrick M. Wright (Editor), John W. Boudreau (Editor), David Pace (Editor), Elizabeth Sartain (Editor), Paul McKinnon (Editor), Richard L. Antoine (Editor) (2011). **The Chief HR Officer**. Jossey-Bass

**Note: The textbooks will be available for purchase at the bookstore. Alternatively, you may purchase or rent the book from various sites online.**

## EVALUATION

Your course grade will be determined as follows:

Course Component	Percentage of Final Grade
Class Participation	10%
Assignments (6)	25%
Group Project (Paper and Presentation)	35%
Comprehensive Exa	30%
<b>Total:</b>	<b>100%</b>

### 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 complete all 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. If you miss a class for any reason, you are responsible for finding out about the 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 students' 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 Canvas as the primary source of class content, and for other collaboration as required. **As such, students should check their Rutgers email and Canvas on a frequent basis.**

# Course Schedule

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Class 1 September 3	<ul style="list-style-type: none"> <li>Course Introduction</li> <li>Intro to HR Management</li> </ul>	Chapter 1
Class 2 September 10	<ul style="list-style-type: none"> <li>The purpose of an organization</li> <li>The organization as a system</li> <li>HR Policy, Strategy and Performance</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 3</li> <li>J&amp;J Our Credo</li> <li>Amazon Shareholder Letter</li> <li>JP Morgan Shareholder Letter</li> <li>Black Rock Shareholder Letter</li> </ul>
Class 3 September 17	<ul style="list-style-type: none"> <li>The Role of the CHRO</li> <li><b>Assignment 1 Due</b></li> </ul>	The Chief HR Officer: pages 1-107, 269-302
Class 4 September 24	<ul style="list-style-type: none"> <li>Job Analysis and the Talent Management Process</li> <li><b>Assignment 2 Due</b></li> </ul>	Chapter 4
Class 5 October 1	<ul style="list-style-type: none"> <li>Personnel Planning &amp; Recruiting</li> </ul>	Chapter 5
Class 6 October 8	<ul style="list-style-type: none"> <li>Training &amp; Development</li> </ul>	Chapter 8
Class 7 October 15	<ul style="list-style-type: none"> <li>Performance Management &amp; Appraisal</li> <li><b>Assignment 3 Due</b></li> </ul>	Chapter 9
Class 8 October 22	<ul style="list-style-type: none"> <li>Managing Careers &amp; Retention</li> </ul>	Chapter 10
Class 9 October 29	<ul style="list-style-type: none"> <li>Establishing Strategic Pay Plans</li> <li><b>Assignment 4 Due</b></li> </ul>	<ul style="list-style-type: none"> <li>Chapter 11</li> <li>The Chief HR Officer: pages 169-210</li> </ul>
Class 10 November 5	<ul style="list-style-type: none"> <li>Pay for Performance &amp; Financial Incentives</li> </ul>	Chapter 12
Class 11 November 12	<ul style="list-style-type: none"> <li>Building Positive Employee Relations</li> </ul>	<ul style="list-style-type: none"> <li>Chapter 14</li> <li>The Chief HR Officer: pages 211-266</li> </ul>
Class 12 November 19	<ul style="list-style-type: none"> <li>Benefits and Services</li> <li><b>Assignment 5 Due</b></li> </ul>	Chapter 13
November 26	Thanksgiving Recess	N/A
Class 13 December 3	<ul style="list-style-type: none"> <li>Work on Team Project</li> <li><b>Assignment 6 Due</b></li> </ul>	N/A
Class 14 December 10	<b>Team Presentations</b>	<b>Team Presentations and Written Reports Due (Upload to Canvas)</b>
December 17	<b>Final – Due 12/17/2025</b>	

**Attendance.** As per SMLR policy, attendance at each class is required. Two or more absences may result in the lowering of the final course grade.

**Writing Proficiency.** Any required papers should be written using APA-format. Papers should not contain errors in spelling, punctuation, etc. SMLR strives to create a learning environment which is respectful of the rights and dignity of all members of our learning community. Students are expected to conduct themselves in a collegial, respectful, and professional manner while participating in all activities associated with this course. Students are expected to exhibit behaviors and attitudes consistent with appropriate ethical-legal standards, and to refrain from any fraudulent, dishonest, or harmful behaviors such as plagiarism, cheating, or harassment, which compromise the integrity of the academic standards of the university and/or impact the safety and security of fellow students, staff, and faculty. Failure to comply with appropriate standards of conduct may result in a grade of “F” in the course and dismissal from the program.

**Plagiarism.** Plagiarism is commonly understood in the academic community to involve taking the ideas or words of another and passing them off as one’s own. When paraphrasing or quoting an author directly, one must credit the source appropriately. Plagiarism is not tolerated at SMLR.

**Disability Statement.** Any student with a documented disability (physical, learning, or psychological) needing academic accommodation should contact the Disability Services Office. All discussions will remain confidential. Please contact 848-445-6800 for additional information.

**Respectful Discourse:** The SMLR values respect the perspectives and diversity of our students regarding ethnicity, nationality, gender, sexual orientation, socioeconomic status, religion, age, and ability status. Thus, it is critical that classroom discussions include respectful dialogue about any issue that impacts on the lives of our students, and the individuals, families, and communities that our students serve.