

Human Resources Strategic Planning

HRD 329

Claremont Graduate University

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Class times: 7:00 to 10:00 on Thursday evenings from March 27th to May 8th
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Office Hours: prior to class or as arranged

Class Goal and Approach

The focal point of this class is the intersection between Strategic Management and Human Resources Management. The fundamental question is:

“How should firms effectively manage people to support a selected organizational strategy, leading to a competitive advantage, based upon the contributions made by the organizational participants.”

To develop the student’s understanding of this domain, we will employ a series of readings, case studies, and team presentations that will study people, organizations, and the HR function. As a result of this class, students should develop a robust understanding about the vital role that people – human capital, transactional and transformational Human Resource Management, and good HR strategy play in an organization’s future success. Despite the breadth of our focus, we shall endeavor to maintain the perspective of the Senior HR professional throughout the course. In addition, students should discover that effective strategic HR Management is not easily carried out and that significant barriers exist that can cause firms to fall short of their higher-orders of achievement.

Upon completing this class, participants should have the ability to better appreciate their role as future Senior HR Professionals in the overall executive management process; they should “see” things that others miss and therefore should play a more significant role in the transformational success of their organizations..

Reading Assignments

Peter M. Senge, **The Fifth Discipline; The Art & Practice of the Learning Organization** (revised edition), Doubleday – a division of Random House, 2006.

Charles A. O’Reilly III and Jeffrey Pfeffer, **Hidden Value; How Great Companies Achieve Extraordinary Results with Ordinary People**, Harvard Business School Press, 2000.

Wayne Brockbank & Dave Ulrich, **The HR Value Proposition**, Harvard Business School Press, 2005.

Plan on allocating at least six hours a week to read and complete any additional assignments. That is two hours for every hour we are in class. Make sure you spend enough time with the company case readings (Hidden Value) to prepare yourself for active participation in the classroom discussions. Come to class not just knowing the content, but with your own views regarding the HR strategy behind the organization.

Any additional course readings not found in the required texts, will be provided by the instructor before class or via Internet access through www.study.net.

Optional Reading

Below is optional material for selected sessions. If you elect to read them, you will need to purchase them on your own. The material is meant to enhance the learning, and is not required to succeed in the course.

Session III	Roadmap to Strategic HR, Turning a Great Idea into a Business Reality (book)	Ralph Christensen, Amacom, 2006.
Session VI	Having Trouble with Your Strategy? Then Map It (article)	Robert S. Kaplan and David P. Norton Harvard Business Review September-October 2000 Reprint #R00509
Session VI	Strategy as Simple Rules (article)	Kathleen M. Eisenhardt and Donald N. Sull Harvard Business Review – HRB OnPoint Product #5858

Attendance Policy

Students are expected to attend every session on time. If unable to attend a class, the student must e-mail or telephone the instructor before class begins, preferably the morning of the class day. As the class will meet only seven times it is the student's responsibility to discuss make-up arrangements with the instructor. Make-up assignments will typically take the form of a student presentation that builds on the readings or content missed and which adds to our collective knowledge. If a case was discussed, then the student will need to submit a written analysis (3 to 5 pages in length). Failure to make up for a missed class will have the student's grade lowered one "half-letter" for each class missed.

Contribution and Evaluation

There are three Contribution and Evaluation Components core to this class.

Class Participation - 40%.

You are required to attend every class and actively participate in our discussions of the assigned readings. Students will earn a "C" in class participation if they come to class, but are not prepared. Students will earn the grade "A" for participation if they actively engage in the classroom discussions.

As part of class participation every student is expected to make at least one Individual Contribution Presentation (ICP) that focuses on a firm or enterprise that has demonstrated a significant change in their HR strategy and policy (positive or negative). The ICP needs be presented in a PowerPoint format, with your verbal presentation, and should average between 7-10 minutes, having 4-6 PowerPoint slides.

Course Paper – 40%

Within two days of the last class, students must submit via email a critical evaluation (this does not mean negative) of a business or a business unit using the class reading materials and discussions to evaluate its HR/People strategy. The key is to put your knowledge to use. Please cite all sources. This paper should be double-spaced, Arial font, and between 7 to 10 pages in length. Email an MS Word version to me at ron@sraonline.net.

Class Presentation – 20%

Students in assigned teams will make one presentation per team throughout the weeks of the course. The class will divide up based upon the assigned chapters/organizations we are studying as found in ***Hidden Value***. Presentations will be the night the assigned reading is due. Students presenting should either e-mail their PowerPoint presentations to the instructor the day before the presentation or arrive fifteen minutes prior to class and set it up. Handout notes must be distributed to the class. The presentation, along with commentary, should have between 6-12 PowerPoint slides and not exceed 20 minutes in length.

Schedule of Classes:

<i>session-date</i>	<i>topics</i>	<i>assigned reading</i>
<p>Session I March 26th</p>	<p>Course Introduction What is Strategy? ...HR Strategy? Leadership Models The Right People or the Right Organization? How Our Actions Create Our Reality...and How We Can Change it Case Study <ul style="list-style-type: none"> Southwest Airlines </p>	<p>The Fifth Discipline, chapters 1 – 3 Hidden Value, chapters 1 – 2 Human Resources as a Strategic Change Agent A Model for Strategic Leadership</p>
<p>Session II April 2nd</p>	<p>Leadership Model discussion and definitions The Fifth Discipline: The Cornerstone of the Learning Organization Case Study <ul style="list-style-type: none"> The Men’s Wearhouse </p>	<p>The Fifth Discipline, chapters 4 - 7 Hidden Value, chapter 4</p>
<p>Session III April 9th</p>	<p>Transactional vs. Transformational Human Resources <ul style="list-style-type: none"> Determining Your Organization Climate to HR Defining Human Capital Needs <p>The Core Disciplines: Building the Learning Organization Case Study <ul style="list-style-type: none"> The SAS Institute </p> </p>	<p>The Fifth Discipline, chapters 8 - 9 Hidden Value, chapter 5 Optional: Roadmap to Strategic HR (book)</p>
<p>Session IV April 16th</p>	<p>Strategic HR <ul style="list-style-type: none"> Acquiring Human Capital Developing Human Capital <p>Shared Vision - Team Learning Case Study <ul style="list-style-type: none"> AES </p> </p>	<p>The Fifth Discipline, chapters 10 - 11 Hidden Value, chapter 7</p>
<p>Session V April 23rd</p>	<p>Strategic HR <ul style="list-style-type: none"> Deploying Human Capital <p>External Business Realities External Stakeholders Case Study <ul style="list-style-type: none"> New United Motor Manufacturing Inc. (NUMMI) </p> </p>	<p>The HR Value Proposition, chapters 1 – 3 Hidden Value, chapter 8</p>
<p>Session VI April 30th</p>	<p>HR Strategy <ul style="list-style-type: none"> Retaining Human Capital <p>Internal Stakeholders HR Practices that Add Value Building HR Strategy Case Study <ul style="list-style-type: none"> Cypress Semiconductor </p> </p>	<p>The HR Value Proposition, chapters 4 - 7 Hidden Value, chapter 9 Optional: Having Trouble with Your Strategy? Then Map It (HBR) Optional: Strategy as Simple Rules (HBR)</p>
<p>Session VII May 7th</p>	<p>Unlocking the Hidden Value in All of Your People The HR Organization, Roles, and Competencies Tying it all together...Infosys – a case study</p>	<p>The HR Value Proposition, chapters 8 - 12 Hidden Value, chapter 10 Infosys – A: Strategic Human Resource Management</p>