

MGMT 579 Strategic Human Resource Management
Moravian College Economics and Business Department
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Instructor Information

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This syllabus is distributed for your information at the beginning of the session. Check Canvas frequently for updates and changes to this information and schedules

Contents

Organizational strategy is about creating sustainable competitive advantage that in turn generates above-average financial returns for the firm. Each component discipline within an organization has responsibility for supporting the organizational strategy by aligning its goals and objectives with that of the organization. For HR, this means defining the firm's HR architecture – systems, practices, competencies, and employee performance behaviors -- such that HR contributes to the achievement of sustainable competitive advantage. Strategic HR management focuses on organizational performance rather than individual performance, by emphasizing the role of HR management systems rather than individual HR management practices.

Matching HR strategy to the organization's strategic processes is the key challenge for HR. By implementing best practices in HR management, executives will be able to get the basics right and provide value to the organization. That is insufficient for creating sustainable competitive advantage. The role of HR in this strategic perspective is to bring human capital attributes, such as competencies, commitment, motivation, and superior employee performance into the management of strategic processes. When matched with technology and other resources brought to bear within those processes, the organization will achieve sustainable competitive advantage.

This course will focus on the contribution of HR to the management of strategic processes both conceptually and in practice. Students will examine strategic management models, the process of fitting HR practices to the chosen organizational strategy, and the problems of implementing these approaches.

This course is a capstone course. Students are expected to enter the course with nearly all of the required coursework to earn the MSHRM degree completed. Students will be required to draw on knowledge from other courses, including knowledge of reflective practice, other techniques of learning acquired in other classes, as well as topic specific knowledge in HR

Student Learning Objectives

After completing this course, students will be able to

1. Identify and define processes and models of strategic management.

2. Discuss the rationale for aligning HR strategy with the organization's strategy.
3. Assess the internal and external environments of an organization and determine the impact of human capital trends on the future workforce needs of the organization.
4. Describe the strategic challenges from an investment perspective for HR and how the challenges can be overcome.
5. Assess how strategic HRM impacts the business results of an organization.
6. Build a business case that can convince senior executives that they should invest significantly and strategically in human resources.
7. Create an HR plan that contributes to the implementation of an organization's strategic plan through alignment of business and HR strategies.

See Appendix A for related program learning objectives. You will find all course content in Canvas.

Course Description

This course includes an overview of business strategy and emphasizes the role of human resource management for effective strategy implementation. Models of organizational diagnosis and change, reengineering, divesting, merging, acquiring, downsizing, and outsourcing are examined from a strategic and operational human resource perspective. Students will complete a service learning assignment with a not-for-profit organization or small business to apply the knowledge and skills learned in this course. This course is normally taken by students as the last course in their program of study. Prerequisite: Permission of instructor. 3 graduate credits.

Required Information Sources

Texts Required for All Students

There are no required texts for this class. Instead, we will be reading articles from academic and professional sources.

Optional Texts and Information Sources

American Psychological Association. (2010). *Publication manual of the American Psychological Association* (6th ed). Washington, DC: Author. ISBN: 978-1-4338-0561-5.

@LeadingOrgChg – Twitter feed filtering material on HR, analytics, and change. Use #MGMT579

The world changes daily; the business world as quickly. You should keep up-to-date with the business world by reading or listening to respectable business journalism outlets. In addition to The Wall Street Journal, the daily MarketPlace on NPR is a superior source of business news, as is The Nightly Business Report on PBS. MarketPlace can be accessed via the Internet. More scholarly sources include Harvard Business Review and Sloan Management Review. These latter sources serve to keep you abreast on emerging scholarship impacting the world of business; therefore, it serves a separate purpose from the rapid flow of journalism sources.

Graded Assignments

There are four classes of assignments in this class: papers, online discussions, a presentation, and quizzes. Rubrics for all assignments are posted in Blackboard.

Papers

Alignment of HR goals with the strategic goals of an organization is our focus this session. Even more so for you! You will be researching, preparing, and presenting a research paper of your own focused on aligning your organization's strategy with your organization's HR function. You can pick an overall view or a specific HR process or activity for your paper. We will have time in class to discuss your progress on your paper throughout the session. You will present your paper and submit the final version in the last

in-class meeting of the session. A rubric for the paper is available in Canvas. See “Presentation” below for a little more information about your presentation.

Paper Format

- Word processed
- 8 1/2 X 11 portrait layout
- 12 point type
- Double spaced
- Page number at bottom of page
- Your name, course, session, and due date at the beginning
- Maximum number of pages = 10
- Citation format: APA, 6th edition

Online Discussions

Each week we will have an online discussion of the material assigned – text chapters, videos, audios, articles, etc -- to be by your instructor and your peers. These discussions are for the purpose of exploring the assignments, the ideas presented, your interpretation of those ideas, what puzzles you, what excites you, and the like. Discussions will end before our face-to-face class meetings, the earlier the better as the discussions may influence your understanding of HR role in strategy.

You are expected to actively participate in discussions by responding to others, posting your own questions and comments, and adding substantively to the threads. There is a rubric for discussions available in Blackboard. Check out the rubric for the detailed criteria – quality, detail, mechanics, and timeliness. Note that you are expected to post at minimum four days each week.

Presentation

The last face-to-face class meeting will consist of you sharing your research paper with peers and your instructor. Do prepare a PowerPoint, Google, or Keynote presentation; we will test your presentation skills, too. Not elaborate! Keep them simple. Too many slides are overwhelming in the amount of information presented. Simpler is better! And, don't read your slides; the rest of us can do that ourselves. Your goal is to show us how HR alignment works in your organization. A rubric is available for the presentation in Canvas.

In Class Participation

In class participation makes up 25% of your final grade for each of our eight class meetings. First, you must show up to class. Then you need to ask questions, provide feedback, suggest ideas, help a peer on the computer, etc. We will be working with data and creating survey instruments and the like in class. So, you will have to actively be in class and participating each week to earn your points. Further, each student will be responsible for picking three articles for discussion in class one week of the session. One of the articles will be discussed in class; the other articles will be discussed online in discussion threads.

Grading Summary

Assignment Grading			Final Grade Scheme	
Assignments	Quantity	Weight Toward Final Grade	Grades Scored Between	Will Equal
Papers	1	30%	96% and 100%	A
Online Discussions	7	25%	90% and 95.99%	A-
Presentation	1	20%	87% and 89.99%	B+
In-class Participation	7	25%	84% and 86.99%	B

80% and 83.99%	B-
75% and 79.99%	C+
70% and 74.99%	C
65% and 69.99%	C-
50% and 64.99%	D
Less than 50%	F

Other Important Information

Academic Honesty

Students are expected to comply with Moravian College's policy on academic honesty as found in the [Moravian College Handbook for Students Enrolled in Graduate Level Programs and Courses](#) (Handbook) when preparing assignments and reports, or taking quizzes and exams. The College's policy is stated in Appendix G, on pages 45 to 48 of the Handbook. Please make yourself familiar with that policy.

Discussing assigned materials with your peers prior to preparing a report is not cheating. These discussions can help you to gain a better understanding of the material being discussed online, in class, and in your team. You are encouraged to discuss assigned work with your peers.

However, submitting any report, quiz, examination, or the like which is not your individual work is cheating. Plagiarizing from published sources or from other students' work and copying or cheating on quizzes or exams will not be tolerated. Furthermore, stealing newspapers, journals, or books from Reeves Library, or defacing any of the same, is also a violation of the College's standards as discussed in the Handbook. You may use the work of others and not be accused of plagiarism if and only if you appropriately cite the work of others in your report, case, quiz, etc.

Please check the Handbook for further descriptions of violations of the academic honesty policy and for a statement of how suspected violations are dealt with by the College. You are responsible for knowing and applying the policies.

Acceptable Name Policy

Class rosters are provided to the instructor with the student's legal name. I will gladly honor your request to address you by an alternate name or gender pronoun. Please advise me of this preference early in the semester, preferably at the first class meeting or before, so that I may make appropriate changes to the class list.

Attendance

All students are expected to attend class each and every week. Class meetings are not only learning experiences but also team experiences in which you will be building working relationships with your team members, as well as getting teamwork done. Attendance is important! There will be limited time to make up work in this course, thus, two absences is the maximum you can occur without incurring a penalty to your final grade. Unless excused by Dr. Kleintop, you will lose five (5) points from your participation grade for absences in number above two.

Should you be unable to attend for exceptional work or family reasons, you must notify Dr. Kleintop by phone at 610-625-7704, email at kleintopl@moravian.edu. We will discuss the circumstances of your absence and how you might be able to manage the work you will miss.

Canceled Classes

Class may be canceled due to weather or some other reason. In the case of cancellation, Dr. Kleintop will post announcements in Blackboard and AMOS to inform students of the cancellation. It is your responsibility to check Blackboard prior to each class period to determine if class is canceled.

Contact Information

You are expected to maintain your contact information, especially your telephone number and email address, in the course Blackboard shell. To update this information click on your name in the upper right corner of the browser window displaying Blackboard. Click on "Settings" then "Personal Information" to enter the Personal Information page. Click on "Edit Personal Information" to update your personal information.

Enter the email address to which you want any information sent to you as your preferred email address in "Personal Information". Similarly, list the telephone number at which you prefer to be contacted. Updating this information in one Blackboard shell updates it in all shells. The contact information will be used to communicate with you about class, including cancellations due to weather.

Copyrights

Only the copyright holder has the right to make copies of books, articles, cases, software, and other copyrighted material. Anyone else (you, the reader) must have the copyright holder's permission to make copies unless the item being copied falls under the fair use proviso or is a work in the public domain. You must get permission from the copyright holder to make any copies legally of any copyrighted material.

Course Format

We will meet in a classroom for three hours. You are expected to participate in the class discussion, team work, assessment papers, and other activities in the classroom. Check the class web pages in Blackboard regularly throughout the week, read materials there, and submit assignments as required.

The course is offered in a flipped format. Online assignments, including discussions, quizzes, and others, will be posted to Blackboard. You are expected to complete those assignments prior to coming to class. Those assignments are the theory of the course with which you are expected to be familiar when you come to class. Class is practice. We will use class time for exercises of various sorts; exercises will improve your understanding of the theory by letting you apply it in a stress free, supportive environment.

Disabilities

Students who wish to request accommodations in this class for a disability contact the Academic Support Center located in the lower level of Monocacy Hall by calling 610-861-1401 (1401 on campus), or by emailing disabilitysupport@moravian.edu. Accommodations cannot be provided until authorization is received from the Academic Support Office.

Email

Students are expected to regularly check their Moravian College email for communications from your professor or the College. Your Moravian College email will be the email to which class information and communications will be sent.

Expectations of Students

You are expected to complete all assignments prior to class. Note that not all assigned materials will be covered in the weekly discussions, but you are still responsible for this material; if you are not clear on any of the ideas in the assigned materials it is your responsibility to raise questions during class or in discussion threads. These materials are also meant to provoke questions and alternative opinions from you! Any and all well considered and thoughtful questions and opinions are valid and welcome. Speak up!

You are expected to ask questions and participate in discussions, in class and online. This is particularly true if you do not understand something in an assignment. No questions are stupid if you don't know the answer! Your peers and I can only assume you understand the material if you have no questions. Don't hesitate to ask!

When we meet, you will be working in a team. Each and every team member is expected to participate fully in the service learning project executed by the team – completing assigned work, participating actively in the team in various roles, including leadership, attending all team meetings, and the like.

You are expected to behave in and out of class in a manner worthy of a professional. Silence your cell and smartphone unless otherwise instructed. Do not surf the web for work or amusement during class. But, doing so for information to use in class is permissible.

Grading Judgment

It is within the purview of the facilitator/instructor to apply qualitative judgment in determining grades for an assignment or for the course.

Inclement Weather

In the case of inclement weather, an email and message through Blackboard will be posted to inform you if the class is canceled. It is your responsibility to check Blackboard prior to each class period for cancellations due to inclement weather. Cancellation information is also available through AMOS.

Inclusion

Moravian College is a welcoming community that embraces and values the diversity of all members of the campus community. We acknowledge the uniqueness of all individuals, and we seek to cultivate an environment that respects, affirms, and defends the dignity of each member of the community. Moravian College complies with all federal and state laws regarding nondiscrimination in recruitment, admission, and employment of students, faculty, and staff.

You may wonder what that statement means. For the purposes of this class, the statement means that all persons, regardless of actual or perceived race, color, sex, religion, ancestry, genetic information, national origin, sexual orientation, gender identity or expression, familial status, marital status, age, mental or physical disability, use of guide or support animals and/or mechanical aids have an equal opportunity to participate and learn in this class and are to be treated equally in an inclusive and supportive manner.

In other words, in this class we all promote a culture of inclusion that welcomes and supports people of varying backgrounds, different viewpoints, experiences, talents, and ideas. By respecting and valuing these differences we can make problem solving and decision making multi-dimensional leading to more learning and better outcomes for all, including project clients.

Behaviors such as those listed in the table below will lead to an inclusive classroom culture.

Behavior	Description
Listening to understand	Listening with an open mind to fully understand all aspects of a situation
Seeing multiple points of view	Understanding that our perspective is not the only one when looking at a situation, issue, or person
Giving and receiving feedback	Inviting and giving feedback
Enhancing inclusion	Helping others feel included and involved
Addressing inappropriate behavior	Acknowledging inappropriate behavior; communicating expectations and consequences for repeated behavior.

Source: MIT Human Resources, Diversity & Inclusion,
<http://hrweb.mit.edu/diversity/affirmative-action-plan-admins/resources>

Learning

You and I have equal responsibilities for learning in this class. This is an active learning perspective. You must commit not only to attend class but also to complete assignments and participate in class activities, including the team project. I commit to providing you with materials, including assignments, and experiences from which you can learn. I am not responsible for making you read, view, or listen to assigned materials. That is your responsibility. I do not have to lecture on each article assigned to you to read, view, or listen to. Have questions? I'll answer them or guide you to an answer but only if you ask the questions. I think I have developed a good learning path for you; you are welcome to have other views and ideas and I will be happy to discuss them with you - I always want to improve the experiences I have with you. I have an interesting assignment for you to tackle for a team project. But you will only learn if you bring attitudes and behaviors to the class that support learning.

Sign Ons

You can now use your network sign on (stxxxxx) and password to sign into the library, AMOS, and the campus-wide network. Change your password in AMOS! Canvas requires you to use your college email address as your signon.

Spam Filters

Are you using your workplace email for school? Is your workplace email your default address in Blackboard? If so, you might want to check with your IT department to make sure there will not be any issues with your spam filters! Please note that your Moravian email account is now a Google Gmail account.

Style Guide

The style guide designated for this course is the *Publication Manual of the American Psychological Association* (APA), sixth edition. Check Blackboard for links to online resources for APA style. You are

expected to use the style guide to direct your use of citations, reference lists, and format beyond that specified here in the syllabus.

Syllabus Status

This syllabus and the course contents are subject to change at the discretion of the instructor.

Tweeting

Yes, you read that correctly. Tweeting. As in using Twitter. You are encouraged to follow the **@LeadingOrgChg** Twitter feed during and after this semester. Any web sites, articles, etc. found that are of value to you and your peers will be Tweeted throughout the semester. Check for this hashtag in Twitter: MGMT#579

Workload

You can expect to work at least six hours outside of class in reading, preparation, and project activities for each hour of class time. Class time will be made available for project work. However, don't expect that the time made available will be sufficient to complete your project!

Appendix A: MSHRM Program Learning Objectives Addressed by This Course

1. To develop students' abilities to integrate business skills (including but not limited to strategic management) into human resource management.
2. To provide students with a thorough understanding of the human resource management profession.
3. To impart knowledge of how to get, keep, and grow talent.
4. To develop in students the skills essential for creating personal credibility in a business environment.
5. To build students' understanding of the impact of the human resource management profession on business and society.

Appendix B: Schedule of Assignments

Check Canvas for the specifics of each weekly experience.

1. Week beginning March 15

Introduction to the class and each other, review of the syllabus, initial discussions of research papers, scheduling of student article selection and discussion, initial discussions of alignment.

Read and prepare this paper for the first class session:

Cascio, W.F. (2015). Strategic HRM: Too important for an insular approach. *Human Resource Management*, 54(3), pp. 423-426.

Check Canvas for the two articles to be discussed online in the rest of the week.

2. Week beginning March 22

Three student selected papers for the week; one in-class, two online discussion.
Students report on progress on their research projects.

3. Week beginning March 29

Three student selected papers for the week; one in-class, two online discussion.
Students report on progress on their research projects.

4. Week beginning April 5

Three student selected papers for the week; one in-class, two online discussion.
Students report on progress on their research projects.

5. Week beginning April 12

Three student selected papers for the week; one in-class, two online discussion.
Students report on progress on their research projects.

6. Week beginning April 19

Three student selected papers for the week; one in-class, two online discussion.
Students report on progress on their research projects.

7. Week beginning April 26

Three student selected papers for the week; one in-class, two online discussion.
Students report on progress on their research projects.

8. May 3 -- Presentation

You will have a maximum of 20 minutes to present and lead a discussion of your research project this last in-class meeting. Use PowerPoint, Prezi, Keynote, Google Slides, whichever you are comfortable with. Check Canvas for the presentation rubric.