

Strategic Human Resource Management and Innovation (EM054M2H)

Program	PGE
Course set (UE) / Credits (ECTS) / Track / Specialization	Module :Strategic Human Resource Management and Innovation : 5 ECTS. <ul style="list-style-type: none">• MGA
Discipline	Human Resources
Year	2020
Semester	B
Open for visitors	no
Available spots	50

Coordinator

Sophie MICHEL

Lecturers

Aucun intervenant pour ce cours

Course format

Working language :	English
Volume of contact hours :	27 h
Workload to be expected by the student :	108 h

Course track

Track : Attendance

Attendance track :

Attendance at lectures/tutorials and intermediate/final assessments is mandatory. As in-class work constitutes an essential element of evaluation, any unjustified absence will be penalized (*see Study and Examination Regulations*) and factored into the final grade (*see Assessment*).

Autonomous track :

Attendance at intermediate/final assessments is mandatory, but students have the option of attending lectures/tutorials.

Attendance at lectures/tutorials and intermediate/final assessments is mandatory for all degrees making up the Master's Program and all degrees involving co-op (*apprentissage*). Attendance track must therefore be selected.

Contribution of the course to the educational objectives of the program

How the course contributes to the program :

Description

This course is an introduction and a general outline of strategic human resource management. It aims to provide students with an overview of Human Resource Management (HRM), its challenges in an international context, and the strategic role and functions of human resources and talent management. This course is driving and sustaining the competitive advantage. As a field of professional practice, strategic HRM and talent management have become an overarching strategic lens and a set of practices that drive the management of human capital and create sustained competitive advantage for organizations. As such, a critical role of human resource professionals and managers is ensuring strong strategic alignment of a wide range of HRM activities. The traditional transactional role of HRM is increasingly focused on more strategic activities that support execution of the business strategy. Human resource professionals are expected to go far beyond the traditional HRM functions to add strategic value to the business. This course provides an in-depth analysis how managers and HR professionals contribute to strategic HRM activities through workforce planning, talent acquisition, succession planning, talent assessment and talent review, learning and development, performance management, and employee engagement.

We will adopt several approaches but particularly that of a general manager and focus primarily on how to think strategically about the main aspects of managing the organization's human assets in businesses. In this context, it is more and more each manager's responsibility to make decisions regarding issues such as high-potential talent assessment, succession planning and talent reviews, leadership development initiatives, and talent retention. Therefore, it is the aim of this course to provide students with a better understanding of strategically aligned HRM practices in order to allow people to succeed in their roles as well as to contribute to firm performance.

Students who wish to deepen their knowledge and specialize in the field of HRM will have to complete additional courses or to request additional readings.

Educational organisation

In class

Lectures

In groups

Exercises

Projects

Case studies/texts

Oral presentations

Interaction

Games (educational, role play, simulation)

Discussions / debates

Learning outcomes

Upon completion of this course, students should be able to :

- **Discuss** some possibilities and problems regarding the choice and implementation of HRM strategies in organizations
- **Demonstrate** a knowledgeable understanding of HRM concepts
- **Question** and evaluate the impacts of HR policies
- **Analyze** and Diagnose the HR policy of a company and discuss its link with the business strategy

Outline

Session 1:

Topics & Learning Activities:

SHRM definition & Talent Management Capabilities (TMC) model

Introductions & Course Preview

Business case for talent management

Team Formation & Experiential Exercise

Readings:

Syllabus

Groves Chapters 1 & 2

Case: BCPC Internet Strategy Team

Reading: Building Competitive Advantage Through Integrated Talent Management (Avedon & Scholes, 2010)

1. Complete Talent Management Capabilities (TMCs) assessment.
2. Team BCPC Experiential Exercise (in-class)

Session 2:

Topics & Learning Activities:

Business Strategy & Sources of Competitive Advantage

Organization Design and fit/alignment of HRM Activities

HR Strategic Role

Talent Acquisition

Readings:

The Five Competitive forces that Shape Strategy (Porter, 2008)

Bickham Chapters 2 & 3

Case: A.P. Moller - Maersk Group: Evaluating Strategic Talent Management Initiatives (#412147)

1. Complete Industry Analysis and Competitive Strength Assessment (in-class)

Session 3

Topics & Learning Activities:

SHRM Analytics

Organization Assessment Methods

Readings:

Bickham Chapter 14

Reading: Getting Results with Talent Analytics (Fink, 2017)

1. Global PR Firm application exercise (SHRM Analytics & Organizational Assessment)

Session 4

Topics & Learning Activities:

CEO succession planning

CEO succession process and successor types

Executive assessment and competencies

Readings:

Case: CEO Succession at Cisco

Readings:

o How Boards Botch CEO Succession (Hooijberg & Lane, 2016)

o Leapfrog Succession: A New Trend in Appointing CEOs? (BCG Perspectives, 2014)

o How Cisco Gets Brutally Honest Feedback to Top Leaders (Harvard Business Review, 2015)

1. Team Experiential Exercise: President/CEO Search Committee

Session 4

Topics & Learning Activities:

Talent Assessment Practices

Executive competency models

High-potential leadership assessment

Readings:

Bickham, Chapter 21 (Action Learning: Simultaneous Development and Succession Planning)

Case: Sutter Health (Groves, Chapter 4)

Reading:

o How Are Top Companies Designing and Managing Their High-Potential Programs? A Follow-Up Talent Management Benchmark Study (Church, Rotolo, Ginther, & Levine, 2015)

1. Talent Review Session Applications.

Session 5

Topics & Learning Activities:

Strategic leadership development strategies

Action learning

Developing strategic leadership competencies

Readings:

Case: Kaiser Permanente (Groves, Chapter 6)

Case: Keeping Google "Googley" (HBS no 9-409-039)

Readings:

o Bickham, Chapter 19 (Building a Leadership Development Strategy)

o Duhigg, C. (2016). What Google learned from its quest to build the perfect team. The New York Times Magazine.

o Garvin, D. (2013, December). How Google sold its engineers on management. Harvard Business Review, 75-82.

o Confronting an Inconvenient Truth: Developing Succession Management Capabilities for the Inevitable Loss of Executive Talent (Groves, 2019) 1. Review resume of our guest speaker and prepare several questions for the question/answer session.

Session 6

Topics & Learning Activities:

Capstone analysis of SHRM practices at Netflix, Inc.

Readings:

Case: Netflix, Inc.

CEO interviews (Reed Hastings)

Readings:

How Netflix Expanded to 190 countries in 7 years (Brennan, 2018)

Freedom and Responsibility Culture (Netflix, Inc.)

How Netflix Reinvented HR (McCord, 2014)

How to Hire (McCord, 2018)

1. Capstone Case analysis exercise (in-class).

Session 7

Topics & Learning Activities:

Course Integration

Team Project Presentations: Multinational Company SHRM Analysis

Readings:

1. Team Project Presentations.

2. Team Project Paper submission.

3. Teammate evaluations.

4. Course evaluations.

Prerequisites

Key concepts to understand :

Knowledge of :

Basics in Management of HRM

Teaching material

Documents in all formats

- Syllabus
- Guide
- Case studies

Software

- Office Pack (Word, Excel, PowerPoint, Access)

Recommended reading

Major works :

1. Bickham, T. (Ed.) (2015). The ATD Talent Management Handbook. Alexandria, VA: ASTD Press. ISBN: 9781562869847.

2. Groves, K. (2017). Winning Strategies: Building a Sustainable Leadership Pipeline through Talent Management & Succession Planning. Bozeman, MT: Second River Healthcare. ISBN 13: 978-1-936406-41-8.

Further reading :

Articles: (in-class readings)

Listed in Course Outline.

Research works by EM Strasbourg :

Assessment

Intermediate evaluation / continuous assessment 1 :

oral / in group / English / weighting : 30%
additional information : Perform a group presentation

This evaluation serves to measure LO1.1, LO2.1

Final assessment : last session

written + oral / in group / English / weighting : 70%
additional information : FINAL PROJECT to be presented during the last session (a printed report of 5 to 10 pages) The team is asked to choose a multinational company and must then evaluate the impact of its HRM policy on the business strategy

This evaluation serves to measure LO1.1, LO1.2, LO1.3, LO2.1, LO4.2

Grounds for expulsion from classes

Behaviors such as

arriving late, leaving early, or exiting the classroom at inopportune moments during class

ostentatiously eating or drinking in class

using smartphones or laptops for non-class-related purposes

reading texts unrelated to the course

discussing topics unrelated to the course

disrespecting the lecturer

may lead to expulsion from the class/course.