

**BUS I605 Managing Organizations
Fall 2017 Course Outline**

**Human Resources & Management and Strategic Management
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

Human Resource Management:

1. Enhance student knowledge of the key aspects of managing human resources and how to leverage this knowledge in the workplace
2. Critically analyze issues and implications for organizations and workers, including decisions/policies regarding human resource and broader organizational strategies.
3. Understand the role and importance of Human Resource Management in the global economy

Strategy:

1. Introduce the student to current strategies and practice in business and how they manage in a competitive marketplace
2. Enhance the student's ability to produce *creative, action-oriented, practical* strategies to business challenges
3. Improve the student's ability to communicate strategically, in writing and orally, within various functional business areas

INSTRUCTOR AND CONTACT INFORMATION

Section 1: Mon/Wed 8:30-10:30
Section 2: Mon/Wed 11:30-13:30
Section 3: Mon/Wed 14:30-16:30
Section 4: Tue/Thu 8:30-10:30

Instructor

Human Resource Management:
Dr. Haniyeh Yousofpourfard
yousofh@mcmaster.ca

Instructor

Strategic Management:
Sanjay J. Dhebar, MBA
dhebars@mcmaster.ca

COURSE ELEMENTS

Avenue:	Yes	Leadership:	Yes	IT skills:	No	Global view:	Yes
Participation:	Yes	Ethics:	Yes	Numeracy:	Yes	Written skills:	Yes
Evidence-based:	Yes	Innovation:	Yes	Group work:	Yes	Oral skills:	Yes

COURSE DESCRIPTION

This course is focused on the elements that enable organizations to create and sustain competitive advantage in a global economy. Students will examine globalization and the steps managers take to establish or expand their operations in international markets. Students will also explore the influence of forces such as culture, economics, politics and geography on management decision making, and the importance of the strategic acquisition, deployment, and management of human capital and high performance work practices. Furthermore students will learn how organizational strategy and HR practices are integrated and influence each other.

Human Resource Management provides the foundation knowledge of the key aspects of managing HR in domestic and multinational organizations. Topics include challenges in HR and the legal context, attracting and selecting people for the organization, developing people in the organization, and employment relations including management rights, employee rights and discipline, and labour relations for both the non-union and union environments. Students will develop critical skills required to manage human resources in a multitude of workplace environments

Introduction to Strategy is designed to serve as a capstone course across the MBA program, using strategy to help pull together learning from marketing, finance, management, HR, operations, and elsewhere in the curriculum. View this class as a “lab” in which to explore and understand how the different functional classes that you have been taking during your MBA fit together. We do this by exploring “big” strategic decisions that organizations encounter and shape organizational performance, specifically those that fall into three broad categories – decisions on dealing with other firms (partners, competitors, etc.), decisions on significant resource allocations, and decisions on dealing with success and failure of prior actions.

Our discussions will use a variety of approaches to in-class interaction, including case discussions, small group work, simulations, experiential exercises, and more traditional readings and (minimal) lectures.

*Each class will include the following:

- Cover Assigned Chapter
- Review of assigned reading(s)
- Case work discussion followed by group presentation

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Leverage their knowledge of Human Resource Management for their work placement
- Understand and analyze the relationships between organizations and Human Resource Management Strategies
- Understand the role and importance of leadership and culture in the global economy
- Understand some of the complexities of making strategic decisions in HR and business

- Analyze the business environment in today’s marketplace and identify the various strategic opportunities.
- Evaluate various hiring strategies for common roles.
- Communicate effectively both orally in presentation form and in writing.

REQUIRED COURSE MATERIALS AND READINGS

TBD

EVALUATION

Learning in this course results primarily from in-class discussion and participation of in class activities. The balance of the learning results from the lectures, related readings, and researching your presentation, assignments and projects. All work will be evaluated on an individual basis except in certain cases where group work is expected. In these cases group members will share the same grade adjusted by peer evaluation. Your final grade will be calculated as follows:

Components and Weights

Participation	20%
“HR in news” Mini Presentations	10%
Individual Reflection Paper	10%
Integrated Case Study (Group)	20%
HR/Strategy Final Group Project	40%

PARTICIPATION – HUMAN RESOURCE MANAGEMENT AND STRATEGY (20%)

Students are expected to attend and participate in all class discussions. Each student will be tracking their attendance and participation on weekly basis (both instructors will be tracking this as well). At the end of the term, the document will be handed in and the level and quality of participation will be evaluated.

“HR IN NEWS” MINI PRESENTATIONS (10%)

Students will form groups of 3 to lead the class for one 10 minute presentation at the beginning of the class. During that time, the students are expected to present a relevant HR case or share a relevant news article with the class for the topic that was covered the previous day in class. Students should NOT review the lecture material but rather discuss a real life case/example and apply the course material to the real life situation. The purpose of this exercise is to gain better understanding of how HR topic applies to the real world.

INDIVIDUAL REFLECTION PAPER (10%)

Students are required to hand in a 3 page reflection paper discussing the impact of strategy and HR strategy on organizations and their importance to organization performance. This paper is based on the course material and the guest speaker presentation discussing real life impact on organizations.

INTEGRATED CASE STUDY (20%)

The purpose of this group case study is for students to analyze an acquisition strategy and HR strategy as well as how the two integrate with one another.

The case: recent acquisition of Whole Foods by Amazon is to be used for this project.

Please answer the following questions, keeping your submission to 10 pages, double-spaced.

1. Define the corporate strategy for Amazon acquire Whole Foods for \$13.4 Billion USD. Provide a brief justification in your own words.
2. Explain the expansion strategy for Amazon with this merge along with your brief analysis if you believe it will lead to business growth.
3. Discuss how each organization Strategy will influence their HR planning and analyze the relationship between the organizational strategy and HR strategy
4. Recommend an effective way to manage the human resources for this global acquisition and discuss some of the challenges each organization may face with ways to manage them.

FINAL PROJECT: COMBINED HR AND STRATEGY (40%)

Final Project (30%)

For your group project, you are required to do a comparative analysis of any two organization overall strategy, their position in the market and their success in their industry. Furthermore, you have to discuss the human resource management practices within these two companies. As a guide, the assignment should be approximately **ten typed pages, spaced at 1.5, excluding exhibits and appendices**. The key, of course, is quality.

You may choose to analyze any two organization (e.g., in the public sector, private sector, unionized, non-unionized, large, small, Canadian, multinational, from within the same industry or different industries). I would suggest that it might be more interesting to choose two companies that differ in strategy, size, scope, industry, etc. However, the choice is totally yours.

Most of your research will likely involve independent research about the organization and speaking with employees/managers within the two organizations you are analysing. You may structure the content of your paper any way you wish, however, you should ensure that you analyze and compare the organizational strategy and the traditional HR functions (e.g., recruitment, selection, compensation, salary administration, benefits, employee relations practices, training and development, labour relations, etc.)

In essence, put on your consultant's hat! That is, take a look at what works and what doesn't seem to work in the organizations. Why does this seem to be? What problems are the companies experiencing in alignment of the strategy and HR practices and how are these being resolved? In comparing the two organizations and from what you've learned in the course, what changes (if any) do you feel could be made by the organizations to improve their programs and practices?

Presentation (10%)

All teams have to present their team work with the class. All team members are expected to be part of the presentation. The students will have 20 minutes plus question and answer period. All team members will receive the same grade for their presentation.

Conversion

At the end of the course your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme.

Letter Grade	Percent	Points
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

Communication and Feedback

Students that are uncomfortable in directly approaching an instructor regarding a course concern may send a confidential and anonymous email to the respective Area Chair or Associate Dean:

<http://mbastudent.degroote.mcmaster.ca/contact/anonymous/>

Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Emails regarding course issues should NOT be sent to the Administrative Assistant.

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity.

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at:

<http://www.mcmaster.ca/academicintegrity>

The following illustrates only three forms of academic dishonesty:

1. Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations

MISSED ACADEMIC WORK

Missed Mid-Term Examinations / Tests / Class Participation

Where students miss a regularly scheduled mid-term or class participation for legitimate reasons as determined by the MBA Academic Services Office, the weight for that test/participation will be distributed across other evaluative components of the or be made up at the discretion of the instructor. Documentation explaining such an absence must be provided to the MBA Academic Services Office within five (5) working days upon returning to school.

To document absences for health related reasons, please provide the Petition for Relief for MBA Missed Term Work and the McMaster University Student Health Certificate which can be found on the DeGroot website at <http://mbastudent.degroot.mcmaster.ca/forms-and-applications/>. Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. University policy states that a student may submit a maximum of three (3) medical certificates per year after which the student must meet with the Director of the program.

To document absences for reasons other than health related, please provide the Petition for Relief for MBA Missed Term Work and documentation supporting the reason for the absence.

Students unable to write a mid-term at the posted exam time due to the following reasons: religious; work-related (for part-time students only); representing university at an academic or varsity athletic event; conflicts between two overlapping scheduled mid-term exams; or other extenuating circumstances, have the option of applying for special exam arrangements. Such requests must be made to the MBA Academic Services Office at least ten (10) working days before the scheduled exam along with acceptable documentation. Instructors cannot themselves allow students to unofficially write make-up exams/tests. Adjudication of the request must be handled by the MBA Academic Services Office.

If a mid-term exam is missed without a valid reason, students will receive a grade of zero (0) for that component.

Missed Final Examinations

A student who misses a final examination without good reason will receive a mark of 0 on the examination.

All applications for deferred and special examination arrangements must be made to the MBA Academic Services Office. Failure to meet the stated deadlines may result in the denial of these arrangements. Deferred examination privileges, if granted, must be satisfied during the examination period at the end of the following term. There will be one common sitting for all deferred exams.

Failure to write an approved deferred examination at the pre-scheduled time will result in a failure for that examination, except in the case of exceptional circumstances where documentation has been provided and approved. Upon approval, no credit will be given for the course, and the notation N.C. (no credit) will be placed on the student's transcript. Students receiving no credit for a required course must repeat the course. Optional or elective courses for which no credit is given may be repeated or replaced with another course of equal credit value.

Requests for a second deferral or rescheduling of a deferred examination will not be considered.

Any student who is unable to write a final examination because of illness is required to submit the Application for Deferred MBA Final Examination and a statement from a doctor certifying illness on the date of the examination. The Application for Deferred MBA Final Examination and the McMaster University Student Health Certificate can be found on the DeGroot website at <http://mbastudent.degroot.mcmaster.ca/forms-and-applications/> Please do not use the online McMaster Student Absence Form as this is for Undergraduate students only. Students who write examinations while ill will not be given special consideration after the fact.

In such cases, the request for a deferred examination privilege must be made in writing to the MBA Academic Services Office within five business days of the missed examination.

Special examination arrangements may be made for students unable to write at the posted exam time due to compelling reasons (for example religious, or for part-time students only, work-related reasons):

- Students who have religious obligations which make it impossible to write examinations at the times posted are required to produce a letter from their religious leader stating that they are unable to be present owing to a religious obligation.
- Part-time students who have business commitments which make it impossible to write examinations at the times posted are required to produce a letter on company letterhead from the student's immediate supervisor stating that they are unable to be present owing to a specific job commitment.

In such cases, applications must be made in writing to the MBA Academic Services Office at least ten business days before the scheduled examination date and acceptable documentation must be supplied.

If a student is representing the University at an academic or athletic event and is available at an overlapping scheduled time of the test/examination, the student may write the test/examination at an approved location with an approved invigilator, as determined by the MBA Academic Services Office.

In such cases, the request for a deferred examination privilege must be made in writing to the MBA Academic Services Office within ten business days of the end of the examination period.

Note: A fee of \$50 will be charged for a deferred exam written on campus and a fee of \$100 for deferred exams written elsewhere. In cases where the student's standing is in doubt, the Graduate Admissions and Study Committee may require that the student with one or more deferred examination privileges refrain from re-registering until the examination(s) have been cleared.

STUDENT ACCESSIBILITY SERVICES

Student Accessibility Services (SAS) offers various support services for students with disabilities. Students are required to inform SAS of accommodation needs for examinations on or before the last date for withdrawal from a course without failure (please refer to official university sessional dates). Students must forward a copy of such SAS accommodation to the instructor immediately upon receipt. If a student with a disability chooses NOT to take advantage of an SAS accommodation and chooses to sit for a regular exam, a petition for relief may not be filed after the examination is complete. The SAS website is:

<http://sas.mcmaster.ca>

POTENTIAL MODIFICATIONS TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGEMENT OF COURSE POLICIES

Your registration and continuous participation (e.g. on A2L, in the classroom, etc.) to the various learning activities of MBA I605 will be considered to be an implicit acknowledgement of the course policies outlined above, or of any other that may be announced during lecture and/or on A2L. It is your responsibility to read this course outline, to familiarize yourself with the course policies and to act accordingly.

Lack of awareness of the course policies cannot be invoked at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

COURSE SCHEDULE

BUS I605 Managing Organizations Fall 2017 Course Outline

WEEK	DATE	TOPIC	READING/ASSIGNMENT/IN-CLASS
1a	Oct 10/11	Introduction to HR (Haniyeh) Legal and Ethics Requirements (Haniyeh)	
1b	Oct 12/13	Introduction to Strategy (Sanjay)	https://hbr.org/product/e-cigarettes-the-wild-wild-west/UV6909-PDF-ENG
2a	Oct 16/17	Acquisition Strategy (Sanjay)	https://skift.com/2016/09/21/starwoods-hospitality-legacy-after-the-marriott-merger/
2b	Oct 18/19	HR Planning and Job Analysis (Haniyeh)	Mini Presentation
3a	Oct 23/24	International Strategy (Sanjay)	Regular Lesson with Guest Speaker
3b	Oct 25/26	Global Economy and HR (Haniyeh)	Mini Presentation
4a	Oct 30/31	Sales Strategy (Sanjay)	
4b	Nov 1/2	Recruitment and Selection (Haniyeh)	Mini Presentation
5a	Nov 6/7	Merger and Acquisition Review for case study (Sanjay)	
6a	Nov 13/14	CASE STUDY Merger and Acquisition Strategy	
6b	Nov 15/16	Orientation and Training (Haniyeh)	Mini Presentation
7a	Nov 20/21	Marketing Strategy (Sanjay)	Regular Lesson with Guest Speaker
7b	Nov 22/23	Performance Management and Compensation (Haniyeh)	Mini Presentation
8a	Nov 27/28	Retail Strategy (Sanjay)	http://www.theglobeandmail.com/report-on-business/rogers-retreats-from-print-in-radical-media-division-overhaul/article32163670/
8b	Nov 29/30	Managing Employee Relation (Haniyeh)	Mini Presentation

9a	Dec 4/5	GUEST SPEAKER	
9b	Dec 6/7	Final Presentations: In class	Final Group Project Due Reflection paper due Dec 9 at 5 pm
10a	Dec 11/12	Final Presentations: In class	