

BUS I605 Managing Organizations Fall 2023 Course Outline

Human Resources 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 2:30pm - 4:30pm / Thur 8:30am – 10:30am
Section 2: Mon 11:30am – 1:30pm / Thur 11:30am – 1:30pm
Section 3: Tue 11:30am – 1:30pm / Fri 11:30am - 1:30pm
Section 4: Tue 2:30pm – 4:30pm / Fri 2:30pm – 4:30pm

Instructor
Human Resource Management:
Helen Chen, Ph D
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Instructor
Strategic Management:
Sanjay J. Dhebar, MBA
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TA - TBD

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 may include the following elements:

- 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.
- Communicate effectively both orally in presentation form and in writing.

REQUIRED COURSE MATERIALS AND READINGS

Courseware Pack: **TBD**

Self-assessment x2 (Sales and Quality Service) and Strategy Simulation can be accessed via: <https://textbooks.mcmaster.ca> (I605)

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

HBR Strategic Management Simulation Paper (Individual work)	20%
Quiz x 2 (Individual work)	15%
“HR in news” Mini Presentations (Group work)	15%
M&A Simulation Activity (Group Work)	25%
HR/Strategy Final Group Project (Group work)	25%

HBR STRATEGIC MANAGEMENT SIMULATION PAPER (20%)

Simulation Outcome: 5%

Report: 15%

Due on Friday, Oct 27 @11:59pm.

Students are required to complete an individual simulation online and after reviewing the simulation results in the class, must submit a 5-page (**spaced at 1.5, excluding cover page, exhibits and appendices**) reflection paper discussing the impact of their decision on the organizational results. The focus of this simulation is how HR support organization strategy and importance of alignment of HR with strategy on organizations and their importance to organization performance.

The paper should provide an overall view of organizational goals and Strategy, assess HR alignment, and provide detail on the decision that had to be made, the rationale for your decision at each of the three phases and effectiveness of your decision. Building on the class discussion, class learning and external research, everyone is expected to provide a recommendation on how they could have performed better.

IN CLASS QUIZ – STRATEGY (15%)

There will be 2 quizzes during the term based on the lecture material, cases, guest speakers and class discussion. The quizzes will be multiple-choice questions. *Each quiz is worth 7.5%*; there are no make-up quizzes. Sales and Quality Service

“HR IN NEWS” MINI PRESENTATIONS (15%)

You will be working in groups and deliver a 10-minute presentation at the beginning of the class your team has chosen. You are expected to present a recent HR trend/issue of interest/emerging concern etc to the class. In the presentation, you should NOT review the material already covered in class, but rather discuss a real-life case/example relevant to the HR topics. Be prepared to provide analysis, share insights and/or discuss implications of the case. For example, you may present a workplace practice a particular company has adopted, and analyse its pros and cons and offer some suggestions for other organizations. The purpose of this assignment is to gain better understanding of how HR topic plays out in the real world. You will be able to select your presentation day during the first week of class.

MERGER AND ACQUISITION SIMULATION (25%)

MERGE AND ACQUISITION SIMULATION - AUTO INDUSTRY

In the strategy simulation, each team will run an organization that functions within the vehicle manufacturing industry. This simulation provides an environment where students can design, implement, and refine their strategy in a dynamic context. All companies work in the automotive

industry, producing different products that have the potential to complement each other in many possible ways, opening the door for merger and acquisition opportunities. Students compete in groups against other teams making decisions across functional management areas related to acquisition:

- Marketing and Product
- Corporate and Social Responsibility (CSR)
- Human Resource Development
- Financing

The simulation is an exciting way to explore the complexities and challenges of running a business and integrating multiple functional areas in addition to merging with potential partners.

Note: M&A Simulation was developed and designed by Dr. Haniyeh Yousofpourfard and Sanjay Dhebar. We have also received feedback/advice from several McMaster University, DSB MBA recent graduates during the development of this Simulation.

This simulation has multiple phases.

Phase 1: Company Profile (12.5%)

Students will access their company description and must work with their team to develop their company:

- Name
- Slogan
- Mission Statement
- Value proposition

Once the group has agreed on these, the leader can enter them into the system. Furthermore, the team should develop a 90 second introduction video that will be shared with other teams during Phase 2 when they want to select another company to negotiate with. Ensure the video has impact.

After completion of the company profile, the team must complete the pre-merge questions. The leader in agreement with other team members must set the overall direction of the company. Each board member then must make decisions to support that direction.

Phase 2: Selection for Merge or Acquisition

Moving to the second phase, a list of all companies and their portfolio shall be published for everyone. Each group should review all the company profiles and submit **the** choices of other companies that they would be the best fit to merge with or acquire based on their expansion strategy. You can be selected by other companies as many times as the number of companies you can select. This is first come first serve meaning if another company chose your company of choice to negotiate with earlier, you may not get the chance to select them.

All team members must review other companies' profiles and agree on which companies the leader will select to negotiate with.

Phase 3: Merged Company (12.5%)

The teams will negotiate with companies they have selected or have been selected to develop a new merged company. They must agree on the structure and culture of the new company and agree on different components of managing the merged company. Some teams may not be successful to merge based on this exercise.

- After reaching an agreement, each of the two groups shall complete the questionnaire about their final agreement.
- For those companies that do not get a chance to negotiate with another company or do not reach an agreement, they must complete the questionnaire about their potential approach.

During this phase, students must negotiate the identity and structure of the new organization and each functional lead must be prepared to submit their new merged company's approach for each area.

Each company will receive a M&A score for their M&A agreement based on each company's original profile, strategy, and performance.

GRADING: Final Report

- The negotiating process and the effectiveness of the Board member's approach
- The choices that were made for each function and the rationale for it
- Explain why you selected the companies you wanted to negotiate with during phase 2 and why you believed this would be a successful merger
- Analyzing the generated M&A report and how they change their approach in the future
- Lesson learned from the simulation and how to apply these learnings in the future
- Maximum 5 pages (not including cover), double spaced, size 12 font

Grading (25%)

*Register for M&A Simulation – deadline to register is **October 5th** – **NO exceptions** after this date*

Phase 1: (Due Friday, Nov 17 @11:59 pm)

10%: Company profile components

2.5%: based on simulation generated pre merge company performance

Phase 2: (Due Friday, Nov. 24 @11:59pm)

Activity but no assigned grading

Phase 3: (Due Friday, Dec 1 @11:59pm)

2.5%: based on simulation generated post merge performance

10%: Final report

FINAL PROJECT: COMBINED HR AND STRATEGY (25%)

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 must discuss the human resource management practices within these two companies. The two companies must have a head quarter in two different countries. As a guide, the assignment should be approximately **10 pages, spaced at 1.5, excluding exhibits and appendices**. The key, of course, is quality.

You may choose to analyze any two organization if the headquarters are in two different countries (e.g., in the public sector, private sector, unionized, non-unionized, large, small, Canadian, multinational, from within the same industry or different industries). We 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, training and development, employee engagement, compensation & benefits, performance management, etc.). You are required to include 5 external sources for your paper (e.g., peer reviewed journal papers) and cover three main HR functions to compare between the two organizations.

In essence, put on your consultant's hat! That is, 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?

First Check in (5%), DUE on Friday Oct. 13 @11:59pm

You must submit:

- the name of your organization
- the reason you have selected each organization
- the competitive analysis of the companies
- the marketplace trends for each company
- the three HR topics you will be covering as part of your final report

Final Report (10%), Due on Sunday Dec. 10 @11:59pm

The final 10-page report due as described.

Presentation (10%) in class (final week of the term)

All teams present their teamwork to the class. All team members are expected to be part of the presentation. The students will have **10 minutes** plus question-and-answer period. All team members will receive the same grade for their presentation.

GRADE 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 DeGroote website at <http://mbastudent.degroote.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 2023 Course Outline**

WEEK	DATE	TOPIC	READING/ASSIGNMENT/IN-CLASS
1 Week of Sept. 25	Mon & Tue (HRM)	Introduction to the course Human Resource Management Overview	
	Thur & Fri (Strategy)	Introduction to the course Strategic Management Overview	
2 Week of Oct. 2	Mon & Tue (Strategy)	Porter 5 Forces Internal and External Analysis	Case: Cola Wars – Coke vs. Pepsi Register for M&A Simulation: deadline to register is October 6 th - No exceptions
	Thur & Fri (HRM)	Strategic HR: Organization Effectiveness & Talent Management	
3 Week of Oct. 9	Mon & Tue (Strategy) *Monday Oct 9 Holiday – no class	Strategy Implementations, Culture and Leadership	Case: Southwest Airlines Final Project: First Check-in Due on Friday, Oct 13 @11:59pm
	Thur & Fri (HRM)	Talent Acquisition: Recruitment and Selection	HR in News Mini Presentation
4 Week of Oct. 16	Mon & Tue (Strategy)	Driving your Sales Strategy: Profiles and Cost	In class quiz on Material 7.5% Read End of Solutions Sales: HBR Case study and complete Sales Assessment
	Thur & Fri (HRM)	Performance Management	Case: A Day in the Life of Alex Sander HR in News Mini Presentation
5 Week of Oct. 23	Oct 25	Guest Speaker	HBR Simulation Paper Due on Friday, Oct 27 @11:59pm
Exam Break Week (Week of Oct 30)			
Case Competition Week (Week of Nov 6)			
6 Week of Nov. 13	Section 1&2* Mon: HRM Thur: Strategy	Merger & Acquisition	Read: Netflix Case Study M&A Phase 1 Assignment Due on Friday Nov 17 @11:59 pm

	Section 3&4 Tue: Strategy Fri: HRM	Motivation, Engagement & Compensation Strategy	Case: Trouble at Tessei HR in News Mini Presentation
7 Week of Nov. 20	Mon & Tue (Strategy)	Digital Strategy	M&A Phase 2 Assignment Due on Friday Nov 24 @11:59pm
	Thur & Fri (HRM)	Change Management	Case: Leading Change in a Surgery Unit HR in News Mini Presentation
8 Week of Nov. 27	Mon & Tue (Strategy)	Quality Service	Case: Kick Ass Sales and complete In-class Quiz: Quality Service Assessment M&A Phase 3 Assignment Due (Friday Dec 1 @ 11:59 pm)
	Thur & Fri (HRM)	Work & Well-being	Case: Mindfulness in the Workplace
9 Week of Dec. 4	Mon & Tue	Bringing it altogether: Strategy and HR combined class	
	Thur & Fri	Group Working Session (No Class)	Final Project: Report & Presentation Material Due on Sunday, Dec 10 @11:59pm
10 Week of Dec. 11	Dec 11- Dec 15	Final Group Project: Presentations in class	Details TBC