

# ILRHR4641 – Fall 2021 – Business Strategy, Organizational Design, and Human Resource Strategy

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**Office Hours:** Mondays, 2:30pm to 4:30pm

## Course Overview

What is a human capital-based competitive advantage? How does an organization's HR strategy connect to the day-to-day management of its employees? How, when, and to what extent do employees' contributions bring an organization closer to achieving its strategic goals? What investments can an organization make in its HR practices, culture, and design to foster an employment relationship that supports these contributions? This course integrates theoretical and practical insights to help students understand how an organization can develop an HR strategy that supports the requirements of its business strategy and effectively addresses challenges encountered in the changing external environment.

## Course Requirements and Grading

Your grade for this course will depend on your performance across several different activities. Successful performance requires that you complete assigned readings, participate in class and case discussions and exercises, and perform well on case analyses, projects, and the exam. Final course grades will be computed as follows:

Individual Class Contribution	20%
Individual/Partner Case Analysis	20%
Individual Case Analysis	25%
Team "In the News" Assignment	10%
Team Case Analysis	25%
Total	100%

Grading Scale							
A+	97-100	B+	87-89.9	C+	77-79.9	D+	67-69.9
A	94-96.9	B	84-86.9	C	74-76.9	D	65-66.9
A-	90-93.9	B-	80-83.9	C-	70-73.9	F	Under 65

### Individual Class Contribution (20 points)

Students are expected to come to every class prepared to make quality contributions to the discussions. Thus, you can expect to be called on for your contributions at any time. While quantity and quality both count, quality will be given significantly more weight than quantity.

*Absences:* I understand that occasional absences may be necessary, and I do not penalize students for missing a class or two throughout the semester. However, you are responsible for connecting with a classmate to determine any material that you miss when you are not in class.

### Individual/Partner Case Analysis (20 points)

For this case assignment, students will have the option to work independently or with one partner of your choice. The deliverable will be a written submission in which you will need to apply course concepts and frameworks to address the key issues and questions that are raised in the case assignment. Additional details will be provided after the beginning of the semester.

### Individual Case Analysis (25 points)

For this case assignment, students will need to work independently. The deliverable will be a written submission in which you will need to apply course concepts and frameworks to address the key issues and questions that are raised in the case assignment. Additional details will be provided after the beginning of the semester.

### Team “In the News” Assignment (10 points)

Each team will deliver an “in the news” presentation. For this assignment, your team will identify one or more recent news articles and/or media clips (from within the last year) that discusses or portrays a current event or issue related to one or more class topics. Ideally, the presentation will focus on how a particular issue is affecting a company, industry, or set of workers. On your assigned date, your team will deliver a brief PowerPoint presentation (a maximum of 6 minutes) in which you will reflect on how relevant content from the course may be applied to better understand or shed light on the event or issue described in the selected media item. Each presentation will be followed by 3 minutes of Q&A from classmates. This assignment will be completed in the same teams used for the team case assignment.

### Team Case Analysis (25 points)

In this team assignment, you will need to apply course concepts and frameworks to analyze and provide recommendations related to the key issues raised in the assigned case. The deliverable from each team will be a PowerPoint presentation that includes speaking points in the “Notes” section of each slide (i.e., detailing what you would say if you were to deliver the presentation). Following submission of your PowerPoint, your team will attend a Q&A session with the professors, where we will ask you questions about your presentation and analysis. Additional details will be provided after the beginning of the semester.

## Course Policies

1. **Accommodations:** All known student disabilities and religious holidays will be accommodated. If you will require an accommodation, please see me within the first three weeks of the semester so that we can determine an appropriate accommodation.
2. **Academic Integrity:** All students will be expected to abide by Cornell University's Code of Academic Integrity (<https://theuniversityfaculty.cornell.edu/academic-integrity/code-of-academic-integrity/>). Violations of academic integrity include cheating, plagiarism, and consulting with others in the completion of independent work.
3. **Assignments and Examinations:** Assignments will not be accepted after the noted due date unless special arrangements have been made with me in advance.
4. **Grade Appeals:** I make every effort to grade students' work carefully and fairly. However, if you believe that you have been graded unfairly, you may submit a one-page written appeal to me within one week of receiving the grade of concern. This appeal should explain why you believe that the grade you received was not appropriate for the work you submitted. Note that upon receiving a grade appeal, I will regrade the entire assignment, which may result in an increase or decrease of your grade.

## Course Schedule<sup>a</sup>

Date	Topic	Readings/Assignments (due at beginning of class unless otherwise noted)
Mon Aug 30	Course Intro and Overview	
Wed Sept 1	Analyzing the External Environment	1. Magretta (2012)a 2. Dasu & Chase (2010)
Mon Sept 6	<b>Labor Day (No Classes)</b>	
Wed Sept 8	<b>Guest Speaker, Sonia Hardaway, Global Head of Organizational Development, Cigna (IN PERSON)</b>	
Mon Sept 13	Analyzing the Internal Environment	3. Collis & Montgomery (2008)
Wed Sept 15	Case (Recipe for Success Case)	<b>4. Recipe for Success Case</b>
Mon Sept 20	Business Strategy	5. Magretta (2012b)
Wed Sept 22	Linking HR to Business Strategy	6. Slocum, Lei, & Buller (2014) 7. Huselid, Beatty, & Becker (2005)
Mon Sept 27	Case (Big Spaceship)	<b>8. Big Spaceship Case</b>
Wed Sept 29	Linking HR to Business Strategy	9. Boswell, Bingham, & Colvin (2006) 10. Simpson (2011)
Mon Oct 4	Linking HR to Business Strategy	11. Liu, Combs, Ketchen, & Ireland (2007)
Wed Oct 6	Organizational Culture	12. Warrick (2017) <b>13. Amazon as an Employer Case</b> 14. Lorsch & McTague (2016)
Mon Oct 11	<b>Fall Break (No Classes)</b>	
Wed Oct 13	Case (NatureSweet)	<b>15. NatureSweet Case</b>
Mon Oct 18	Organizational Structure & Design	16. Gulati (2018) 17. Arena, Cross, Sims, & Uhl-Bien (2017) <b>Individual/Partner Case Analysis Due Tues 10/19 by 11:59pm</b>
Wed Oct 20	<b>Guest speaker, Joel Pasiuk, VP, HR Global Functions, Ecolab (LOCATION TBD)</b>	
Mon Oct 25	Case (Individual/Partner Case)	Individual/Partner Case Discussion
Wed Oct 27	<b>Guest speaker, Carrie Guthrie, VP, Corporate HR and Global Talent Management, Polaris (IN PERSON)</b>	

Mon Nov 1	HR Implementation & the Employee Experience	18. Nishii & Paluch (2018) 19. Erickson & Gratton (2007)
Wed Nov 3	Case (Asian Paints)	<b>20. Asian Paints Case</b>
Mon Nov 8	Managing Star Performers	21. Tzabbar & Baburaj (2020)
Wed Nov 10	Case (The Resignation of A Star)	<b>22. The Roller Coaster Ride: The Resignation of a Star</b> <i>Individual Case Analysis due Sun 11/14 by 11:59pm</i>
Mon Nov 15	The Post-pandemic Work Environment/Team time	<b>Readings TBD</b>
Wed Nov 17	Case (Individual Case)/Team time	Individual Case Discussion <i>"In the News" presentations due Sun 11/21 by 11:59pm</i>
Mon Nov 22	Team "In the News" Presentations	
Wed Nov 24	<b>Thanksgiving Break (No Classes)</b>	
Mon Nov 29	Course Wrap-up	
Wed Dec 1	Team time <b><i>Team Case Presentation Slides with Notes due Sun 12/5 by 11:59pm</i></b>	
Mon Dec 6	Team Case Presentation FAQ Sessions	

<sup>a</sup>**Note: Please have readings accessible during class on the dates that they are assigned.**

## Accessing Course Readings

Below I have listed the course readings, which correspond to the reading assignments listed in the Course Schedule above. You are responsible for accessing all of these readings, as follows:

- **Canvas:** All readings followed by [Canvas] can be accessed via link on Canvas.
- **Direct link:** All readings followed by a url can be accessed by following the link provided. Note that some of these readings are linked through the Cornell University Library website and will require you to log in using your netid to access them.
- **HBSP Course Pack:** All of the readings followed by [HBSP Course Pack] must be purchased through the Harvard Business School Publishing website using this link:

<https://hbsp.harvard.edu/import/856521>

The cost for this required course pack is \$34.00. In addition to the readings in this course pack, you should plan to purchase up to three additional cases (totaling about \$12) to be determined later in the semester.

You will also notice a set of readings (*Harvard Business Review* articles) on the HBSP site that are tagged as “optional.” Please review the “Harvard Business Review Readings” section immediately below for information on accessing these readings.

- **Harvard Business Review Readings:** The remaining readings are published in *Harvard Business Review* and may be accessed in one of several ways:
  - You can purchase them as part of the HBS Course Pack (they are tagged as “optional”). Note that the readings are required – the “optional” designation is only intended to allow you to access them through other means.
  - You can access them through the Cornell University Library.
  - You can subscribe to the Harvard Business Review.

## Required Course Readings

1. Magretta, J. 2012a. The Five Forces: Competing for profits. In *Understanding Michael Porter's Elements of Strategy*, Boston, MA: Harvard Business Review Press. [HBSP Course Pack]
2. Dasu, S., & Chase, R. B. Designing the soft side of customer service. 2010. *MIT Sloan Management Review*, 52(1): 33-39. Available at:  
<https://login.proxy.library.cornell.edu/login?url=https://search-proquest-com.proxy.library.cornell.edu/docview/757349730/53967DDDF444211PQ/1?accountid=10267>
3. Collis, D. J., & Montgomery, C. A. 2008. Competing on resources. *Harvard Business Review*, 86(7/8): 140–150.
4. **CASE:** Recipe for Success: Growth and Evolution at Café Cupcake. [HBSP Course Pack]
5. Magretta, J. 2012b. Creating value: The core – Staking out your company's unique competitive position using Michael Porter's elements of Strategy. In *Understanding Michael Porter's Elements of Strategy*, Boston, MA: Harvard Business Review Press. [HBSP Course Pack]
6. Slocum, J., Lei, D., & Buller, P. 2014. Executing business strategies through human resource management practices. *Organizational Dynamics*, 43: 73-87. Available at:  
<https://login.proxy.library.cornell.edu/login?url=http://dx.doi.org/10.1016/j.orgdyn.2014.03.001>
7. Huselid, M. A., Beatty, R. W., & Becker, B. E. A players or A positions? The strategic logic of workforce management. *Harvard Business Review*, 83(12): 110-117.
8. **CASE:** Big Spaceship: Ready to go big? [HBSP Course Pack]
9. Boswell, W. R., Bingham, J. B., & Colvin, A. J. S. 2006. *Business Horizons*, 49: 499-509. Available at:  
<https://login.proxy.library.cornell.edu/login?url=http://dx.doi.org/10.1016/j.bushor.2006.05.001>
10. Simpson, B. 2011. "Flying people, not planes": The CEO of Bombardier on building a world-class culture. *McKinsey Quarterly*, March 2011: 1-8. [Canvas]
11. Liu, Y., Combs, J. G., Ketchen, D. J., & Ireland, R. D. 2007. The value of human resource management for organizational performance. *Business Horizons*, 50: 503-511. Available at:  
<https://login.proxy.library.cornell.edu/login?url=http://dx.doi.org/10.1016/j.bushor.2007.07.002>
12. Warrick, D. D. 2017. What leaders need to know about organizational culture. *Business Horizons*, 60: 395-404. Available at:  
<https://login.proxy.library.cornell.edu/login?url=http://dx.doi.org/10.1016/j.bushor.2017.01.011>
13. **CASE (For Background Reading Only):** Amazon as an employer. [HBSP Course Pack]
14. Lorsch, J.W. & McTague, E. 2016. Culture is not the culprit. *Harvard Business Review*, 94(4): 96-105.
15. **CASE:** NatureSweet [HBSP Course Pack]
16. Gulati, R. 2018. Structure that's not stifling: How to give your people essential direction—without shutting them down. *Harvard Business Review*, 96(3): 68-79.

17. Arena, M., Cross, R., Sims, J., & Uhl-Bien, M. 2017. How to Catalyze Innovation in Your Organization. *MIT Sloan Management Review*, 58(4): 39-47. Available at: <https://login.proxy.library.cornell.edu/login?url=https://search-proquest-com.proxy.library.cornell.edu/docview/1916720849/3D69660B03224779PQ/1?accountid=10267>
18. Nishii, L. H. & Paluch, R. M. 2018. Leaders as HR sensegivers: Four HR implementation behaviors that create strong HR systems. *Human Resource Management Review*, 28: 319-323. Available at: <https://login.proxy.library.cornell.edu/login?url=https://www-sciencedirect-com.proxy.library.cornell.edu/science/article/pii/S1053482218300986?via%3Dihub>
19. Erickson, T. J. & Gratton, L. 2007. What it means to work here. *Harvard Business Review*, 85(3): 104-112.
20. **CASE:** Asian Paints: Gaining competitive advantage through employee “engage-meant.” [HBSP Course Pack]
21. Tzabbar, D. & Baburaj, Y. 2020. How to best utilize star employees. *Organizational Dynamics*, 49: 1-6. Available at: <https://login.proxy.library.cornell.edu/login?url=https://www-sciencedirect-com.proxy.library.cornell.edu/science/article/pii/S0090261618302286?via%3Dihub>
22. **Case:** The Roller Coaster Ride: The Resignation of a Star. [HBSP Course Pack]