

MHR 7322—Business Excellence III
Gerlach 355, Tuesdays 6:15-9:30 pm
Fisher College of Business
The Ohio State University
Spring 2018

Professor

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Office Hours: Tuesdays, Thursdays 1:00-2:00 pm, Wednesday 1-3 pm or by appointment

Course Objectives

There are several major objectives for this course. First, we're going to cover some important and timely topics that are related to business excellence (and within which HR and YOU will play a key role) but that might not have been touched on much (or at all) in other courses. These discussions are going to have a very applied orientation to them (as I'll mention in our first class) and we'll also be having some speakers that can add their perspective as well. Topics will include downsizing, outplacement, mergers and acquisitions (and HR due diligence within it), HR and the Middle Market, internal consulting, safety and security, etc.

Second, along the way we'll be discussing how to maximize our individual success as HR professionals. I'll be asking you to bring to the discussion the experiences you've had thus far within the human resources function (for example, during an internship), both bad and good. This is wholly relevant for you as you will be very much immersed in the future of Human Resource...you are its future.

Last but not least, another objective of this course is to help round out your comfort areas as HR professionals and help ensure as few "fake it until you can make it" moments as possible. To that end, I'm again going to be asking each of you to be introspective, to be thoughtful about yourself, and to be wholly engaged in the course and class discussions. From an overall course objective, my goal is to have a set of class discussions and content that you find engaging and very relevant to your future success!

Required Readings

We'll be using a variety of different readings for this course. I have a set of formal readings (e.g., articles, cases from Harvard Business Review and other sources) but we'll also be incorporating online content as applicable since this oftentimes can be highly specific, relevant and current with our discussion topics. The formal reading list is set, but I'll be sending out other links to online content a couple of weeks ahead of each class so you'll have plenty of time to do that reading as well. Please take the time needed and make sure you have completed each week's readings prior to coming to class!

There are two articles that you cannot access on your own and that must be bought; I have created a Harvard Business Education course pack for those two. To access the course packet, you need to be registered as a student on the Harvard Business Education site. If you haven't already done that for a previous course, you can do that when you first access the site through the link below. The Harvard Business Education course pack (2 articles) can be accessed by the following link:

<http://cb.hbsp.harvard.edu/cbmp/access/57619482>

Carmen

Course information, PowerPoint presentations, etc. will be available on the Canvas site for MHR 7322. Canvas' address is: <http://carmen.osu.edu>

Course Requirements

Grading for this course will be based on your performance on a midterm paper, a final paper, a summary examination, and class participation.

Individual Papers

You will have two individual paper in this class. A hard copy of the first paper will be due in class on 2/20 and a hard copy of the 2nd paper will be due in class on 4/17. Each paper will be worth 100 points. Detailed information about each paper will be presented in class.

Summary Examination

In addition to your individual papers, you will have a summary examination at the end of the term that will cover the course material. The format for the exam will be short answer, and it will be worth 100 points. This will be an in-person, closed-notes exam at a date to be determined (consistent with the GPO schedule).

Class Participation

At the end of the quarter, I will be assigning each student a participation score based on their attendance, in-class performance and behavior. The total possible for this participation score will be 75 points (this represents 20% of your total possible points in class). Of the 75 points, 25 points will be based on attendance and 50 points will be based on participation and professionalism. I will be allowing two unexcused absences but each unexcused absence beyond that will result in a loss of 5 points from the attendance score. Unexcused absences would be anything that is essentially discretionary in nature (e.g., you are making a choice). If you are unable to attend class for a legitimate reason, you need to let me know before class if at all possible. Participation and professionalism scores will be based on in-class behavior. Relatively stronger performance can lead to a higher score, relatively weaker performance (e.g., class absence, texting, not participating, etc.) will lead to a much lower score. Due to the format for this course as well as the fact that we'll be having guest speakers for the majority of our class topics, not just attendance but also professionalism and participation are particularly important in this course. When guest speakers are present I will be asking for all phones and laptops to shut and/or put away. We'll discuss this in more detail (including some behavioral examples of different levels) during our first class.

Overall Course Grade

Your overall course grade will be a function of your total points earned, with a grading scale established at the end of the quarter based on overall class performance. There are 375 points possible in this course.

My Expectations

I have several expectations for students taking this course. First, I expect you to exhibit an interest in the topic material and demonstrate this interest by consistent attendance in class and regular introspection and application to your own experience. Second, I expect you to keep up on the course reading and actively participate in class. Third, I expect you to work enthusiastically on your assignments and in particular “pull your weight” on your team assignment. I also fully expect courtesy and professionalism in the classroom setting; this means minimal talking, turn off cell phones and PDAs, no IMing or text messaging, no web surfing or doing email, etc. As noted above, this is particularly important given the number of guest speakers we will be having. **When you’re here, be here.**

Perhaps most importantly, my expectation is that you will actively participate in, and bring your own experience to, our class discussions. The breadth of perspective and experiences within the class helps provide a great learning environment.

Last but not least, I am hoping that you are close enough to the start (or restart) of your professional career that these topics and class discussions take on personal, not just professional, relevance for you. To a great extent I am approaching them the same way I would if they were HR executive development sessions, and I would like you to be equally engaged.

General Comments

Any issues concerning grading (e.g., scoring) need to be formally called to my attention via email within one week of receipt of the grading incident.

Any student with special accommodation needs due to a disability should speak to me within the first two weeks of the course. Students with these needs are responsible for making me aware of their situation.

Academic misconduct and dishonesty will not be tolerated. Suspicion of academic misconduct will be acted upon in accordance with The Ohio State University and Fisher College of Business policy. Note: Use of any electronic device (cell phone, PDA, etc.) during an examination is strictly forbidden.

Grades assigned at the end of the quarter are not negotiable. Because of the grading system that OSU uses, there will likely be a number of times when a student is just a few points away from the next grade. I do not round up, nor do I provide any opportunity for extra credit; the time to accumulate points is during the quarter, not at the end of it.

While I adhere strictly to my grading policies above, I am also available to help you with any difficulties or questions you have during the term. I have office hours but am on campus most days. See me if you have questions about the course (or related) material.

**Course Schedule—MHR 7322
Spring 2018**

<u>Date</u>	<u>Topic/Readings</u>
1/9	Course Overview/Discussion Downsizing - “ <i>Employment Downsizing and Its Alternatives</i> ”--Cascio - “ <i>HR Strategies That Can Take the Sting Out of Downsizing-Related Layoffs</i> ”-- Gandolfi
1/16	Strategy Execution “ <i>What Really Works</i> ”—Norhria, Joyce and Roberson (R0307C) “ <i>Capitalizing on Capabilities</i> ”—Ulrich and Smallwood (7014) “ <i>The Balanced Scorecard</i> ”—Kaplan and Norton (R0507Q) Guest speaker: Tony Rucci, Clinical Professor—Fisher College of Business
1/23	International HR - “ <i>A Note on Human Resources in Developing Economies</i> ”—Li et al. (Stanford Case E-497) - “ <i>Winning the Race for Talent in Emerging Markets</i> ”—Ready et al. (R0811C) - “ <i>The Battle for China’s Talent</i> ”—Schmidt (HBR F1103A) Guest speaker: Brian Worth, SVP HR and Global Talent Management—Cardinal Health
1/30	Developing the Compelling ROI/Financial Case for HR - Readings TBD
2/6	Operational Excellence Initiatives—Six Sigma, Lean, etc. - https://en.wikipedia.org/wiki/Six_Sigma - https://en.wikipedia.org/wiki/Lean_manufacturing - “ <i>The Checklist</i> ”—Gawande (from The New Yorker, 12/10/2007) Guest speaker: Peg Pennington—Fisher College of Business
2/13	HR and the Middle Market - “ <i>Building the Top Team: How Middle Market Firms Attract and Retain...</i> ”—Inks & Noe - “ <i>It’s About People: How Performance Management Helps MM Companies...</i> ”--Inks & Noe - “ <i>Middle Market Indicator—Q4 2017</i> ”—National Center for the Middle Market (forthcoming) Guest speaker: Tom Stewart, Executive Director—National Center for the Middle Market
2/20	Internal Consulting and Crucial Conversations “ <i>The Evolution of HR: Developing HR as an Internal Consulting Organization</i> ”--Vosburgh Individual Paper #1 Due
2/27	Session 1 Exams—No Class
3/6	The Latest and Greatest in Talent Acquisition/Recruiting - “ <i>The Rise of the Supertemp</i> ”—Miller & Miller (R1205B) - “ <i>LinkedIn and Modern Recruiting (A)</i> ”—Schiffrin & Shaw (HR-41A) Guest speaker: Larry Imely, CEO—Lawrence Stephen Partners
3/13	Spring Break—No Class
3/20	Outsourcing/Vendor Management - “ <i>Outsourcing Support Functions</i> ”—Raiborn, Butler and Massoud (BH337) - “ <i>Making the HR Outsourcing Decision</i> ”—Adler (SMR118) Guest speakers: Summer Smith and Andy Parsons—Rolls-Royce

- 3/27 Safety and Security**
- “Where Everybody Knows Your Name: Lessons from Small Business About Preventing Workplace Violence”—Klotz and Buckley (IU BH411)
 - “Do Something: He’s About to Snap—Roche (R0307A)
 - “Nordstrom: The Workplace Violence Dilemma”—Miller and Paziotopoulos (W17077)
- Guest speakers: Ohio State University HR**
- 4/3 Mergers and Acquisitions**
- “HR Issues and Activities in Mergers and Acquisitions”—Schuler and Jackson
 - “Human Due Diligence”—Harding and Rouse (HBR R0704J)
 - <http://www.tlnt.com/2011/07/28/hr-mistakes-in-mergers-and-acquisitions/>
 - <http://www.globoforce.com/qfblog/2012/6-big-mergers-that-were-killed-by-culture/>
- Guest speaker: Susan Esler, former CHRO (retired)—Ashland Inc.**
- 4/10 TBD Topic #1**
- Readings TBD
- 4/17 TBD Topic #2**
- Readings TBD
- Individual Paper #2 Due**
- TBD Summary Examination**