

**NOVA SOUTHEASTERN UNIVERSITY
FISCHLER GRADUATE SCHOOL OF EDUCATION AND HUMAN
SERVICES**

DOCTOR OF ORGANIZATIONAL LEADERSHIP

LEADERSHIP 9420

The Strategic Human Resource Leader: Developing Global Competence

GRADUATE LEADERSHIP STUDIES

Study Guide for Online Class

Revised Summer 2003

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Preface

This study guide is designed to prepare prospective and practicing professionals in organizations and agencies to understand and assume the role of the strategic human resource development leader within the organization. Student who take this course will understand that the successful achievement of competitive goals requires that both executives and managers at all levels within the Human Resource Development field accept the challenge to become leaders; leaders who can bring people together to accomplish the extraordinary. This course builds on the concepts and theories presented within the human resource development course - LDR 9510.

This study and resource guide serves as an overview of the topics to be studied in **LDR 9420 – The Strategic Human Resource Development Leader: Developing Global Competence**. The guide presents learning outcomes anticipated as a result of active engagement in the study area. The readings are a mixture of concept-oriented and action-oriented readings. Generally, the more conceptual readings provide a framework or way of thinking about situations or problems, while the action-oriented readings tend to offer guidelines for handling specific problems or issues.

As an active learner your first task is to read this guide carefully and thoroughly. Your instructor will provide you with further areas for discussion, reflection, and collaboration with your course colleagues during your online sessions.

Historically, the role of the Human Resource Development practitioner has been conceived as that of a bureaucrat, “the gatekeeper,” performing mundane tasks in near obscurity. The literature surrounding the human resource development function speaks of four different roles of HRD. The first role is that of the compliance officer. This is the individual who sees their role as that of the warden. The second role is that of the supportive HRD function. These individuals generally follow the guidelines set out by company policy manual. The third role is that of the “consultant.” The consultant is a HRD practitioner who specializes in improving the performance of teams and/or individuals in the workplace. The fourth role – the LEADERSHIP ROLE- is the function we will be examining in this course.

The Strategic HRD Leader is a person of action. This is the individual who understands the power of knowledge capital. This is the person who is NOT confused by the power of their role, who understands their own leadership style and abilities, and who demonstrates the strategic, operational and tactical leadership abilities necessary to insure that their organizations have the competitive human capital edge needed to survive in today’s world.

The course incorporates a variety of learning resources including texts, articles, web sites and other Internet resources, and the experiences and expertise of the learners themselves. Learners are expected to contribute actively to the collaborative learning experience envisioned for this course. The instructor will serve as a facilitator, guide, and individual/group consultant in the learning process.

COURSE DESCRIPTION

LDR 9420 THE STRATEGIC HUMAN RESOURCE DEVELOPMENT LEADER: DEVELOPING GLOBAL COMPETENCE.

The HRD leader is ideally positioned to assume the strategic, operational, and tactical leadership critical for success in the 21st century. This course provides an overview of HRD management concepts and strategies necessary for competence. This includes learning about major trends that will affect our workplaces well into the future, e.g., globalization, managing change, systems thinking and accountability.

INSTRUCTIONAL SEQUENCE

The instructional sequence of **LDR 9420** is divided into three major themes that will be covered over the 15-week period of the course. The guide, therefore, is divided into three topical areas:

The first topical area is the **Challenge for Self in the current world of Human Resource Development**. This component asks the student to take a look at where the human resource development practices are today compared to where they need to be in the 21st century organization. Concomitantly, students take an introspective look at their own current interest, knowledge and skills as it relates to themselves as HRD practitioners. Core technical, business, interpersonal, and intellectual competencies needed by all HRD practitioners and other competencies needed in various HRD roles will be examined.

The second topical area is the **Challenge of the Future for the Human Resource Professionals**. Students will actively reflect upon what is the new role for the human resource development leader. What are the leadership competencies associated with the new role? What are the trends affecting organizational environments which will affect the new role of human resource development leaders in the next five to ten years? What are the consequences of the trends for HRD leaders? The culture of the organization and the business issues of each respective organization impact human resource systems, roles, and competencies.

The third topical area is the **Challenge for Developing HRD Competencies and Leadership for the 21st Century**. What are the differences between the present and future competencies required for success by HRD leaders? How can HRD leaders enact their new role orientation? What competencies are necessary to implement action plans? How does the student develop those competencies?

LEARNING OUTCOMES

As a result of actively engaging in the learning process within LDR 9420, participants will:

- Compare traditional models of the human resource development practitioner.
- Identify the competencies necessary for the human resource development leader of the future.
- Examine the human resource development infrastructure focusing on how the HRD function itself is governed.
- Understand the importance of analyzing and assessing the market environment, competitors of all kinds and critical factors of your organization.
- Describe and understand the business trends affecting the HRD leadership role.
- Create, communicate and implement organizational strategy.
- Translate organizational strategy into structures, systems, and processes within the company.
- Insure that every system, process, and structure within the organization work in a consistent manner in support of the strategic HRD focus.
- Drive change and deliver value within the organization.
- Conduct a self-analysis to determine individual HRD leadership competencies.
- Clarify organizational competencies necessary for the future.
- Develop a personal HRD leadership action plan for the future.
- Conduct a HRD audit of your organization.

COURSE CONDUCT

LDR 9420 is conducted using a web-based course management system, WebCT. More specific information about WebCT may be obtained by logging on the program's site and clicking on the WebCT icon. You will also communicate with your instructor and your course colleagues via email and bulletin board, on WebCT.

The Assignment Box is used to send requested assignments to your professor. You reach this area by clicking on **Study Tools** and then Assignment Box. Additional information can be

assessed at <http://www.nova.edu/cwis/oit/izone/webct/dropbox.html>. This site also gives the student information about the points or grade received on the assignment.

As previously stated, The Strategic Human Resource Leader: Developing Global Competence is divided into three major study areas: (a) Challenge for the Self in the Current World of HRD; (b) Challenge of the Future for the HRD professional; (c) Challenge for Developing HRD competence and Leadership for the 21st Century.

The topics are organized over a 15-week session. You should plan to spend a minimum of five hours per week working online, exploring and examining Internet sites and related materials as well as preparing written assignments. Off-line activities include reading the required texts and doing the necessary background work to prepare for the any scheduled chat sessions as well as the assignments. Written assignment information appears in the **Assignment Drop Box** and on the **Calendar** on WebCT.

As you progress through the course, you are encouraged to apply the concepts and principles that you are learning to everyday practice. Use this learning as an opportunity to apply, informally and immediately, your new learning within your work setting. More formal opportunities may arise as you progress through the program. The value you receive from this course is in direct proportion to your active engagement in reading assignments, writing assignments, and online chat sessions. Make the most of this experience.

COURSE ASSIGNMENT OUTLINE

Class chats will be scheduled to further discuss topic assignments as listed in the Study Guide as well as to discuss related lecturettes and student responses. Dates for scheduled chats will be identified in consultation with the class and announced by the instructor. It is imperative that students attend all announced chats. In the event that students have a schedule conflict, they should contact the instructor for make up.

Reading assignments are outlined in COURSE ASSIGNMENTS within this Study Guide and in WebCT, Module Four, Readings. You should strive to complete as much of the readings as soon as possible to be adequately prepared for the course assignments. From time to time, students may be asked to share an article researched and relative to the topic areas. The instructor may also post supplementary readings that are relative to the assignments.

Lecturettes are posted on WebCT under the Communications icon. Responses should reflect on the Core Area Readings, the discussions, and relevant supplementary materials. Postings should not exceed two well developed paragraphs. Students are expected to respond to each lecturette within the week posted (Refer to WebCT calendar).

WEEK ONE

- Review WebCT tutorial
- Read the LDR 9420 study guide thoroughly
- Read and respond to Lecturette 1
- Read Required Readings (Core Area I)

WEEK TWO

- Read and respond to Lecturette 2
- Read Required Readings (Core Area I)

WEEK THREE

- Read and respond to Lecturette 3
- Read Required Readings (Core Area I)

WEEK FOUR

- Read and respond to Lecturette 4
- Complete Required Readings (Core Area I)

WEEK FIVE

- Read and respond to Lecturette 5
- Read Required Readings (Begin Core Area II)
- **Assignment 1 Due** – Post to Assignment Folder

WEEK SIX

- Read and respond to Lecturette 6
- Read Required Readings (Core Area II)

WEEK SEVEN

- Read and respond to Lecturette 7
- Read Required Readings (Core Area II)

WEEK EIGHT

- Read and respond to Lecturette 8
- Complete Required Readings (Core Area II)

WEEK NINE

- Read and respond to Lecturette 9
- Begin Required Readings (Core III)
- **Assignment 2 is due** – Post to Assignment Folder

WEEK TEN

- Read and respond to Lecturette 10
- Read Required Readings (Core Area III)

WEEK ELEVEN

- Read and respond to Lecturette 11
- Read Required Readings (Core Area III)

WEEK TWELVE

- Read and respond to Lecturette 12
- Finish Reading Required Readings (Core III)

WEEK THIRTEEN

- Read and respond to Lecturette 13

WEEK FOURTEEN

- Read and respond to Lecturette 14

WEEK FIFTEEN

- Read and respond to Final Lecturette
- **Assignment 3 due – Post to Assignment Folder**

REQUIRED TEXTS

Rothwell, W., Prescott, R., & Taylor, M. (1998). *Strategic human resource leader: How to prepare your organization for the six key trends shaping the future*. Palo Alto, CA: Davie-Black Publishing.

Ulrich, D., Losey, M., & Lake, G. (Eds.). (1997). *Tomorrow's HR management: 48 leaders call for change*. New York, NY: John Wiley & Sons, Inc.

RECOMMENDED READINGS

Students are referred to the extensive bibliography prepared for the Organizational Leadership program and the Human Resource Development Specialization. This can be accessed online through the WebCT site. In addition, the instructor may recommend additional readings during the course.

COURSE REQUIREMENTS

Learning activities for **LDR 9420** consist of readings, lecturettes, written assignments, and interactive learning experiences (chats).

Readings: The readings are organized according to the three major study areas of this course. The reading assignments are essential for your understanding and development of the following written assignments: 1) the individual analysis and personal HRD position paper; 2) the training model for the organizational development plan; and 3) development of the personal HRD plan, as well as in the online chat sessions. Furthermore, the reading assignments are vital in the preparation of your written assignments.

It is important that you complete all of the required reading as quickly as possible. You are expected to integrate the content of reading assignments into all of your work. There will be opportunities for questions and clarification of the concepts presented during each online chats and bulletin board discussions. Reading assignments will be posted in the appropriate WebCT weekly folder.

Core Area I: Reading Assignments

Rothwell, W., Prescott, R., & Taylor, M. (1998). *Strategic human resource leader: How to prepare your organization for the six key trends shaping the future*. Palo Alto, CA: Davie-Black Publishing. (Chapters 1–8) (Appendices 1-3)

Ulrich, D., Losey, M., & Lake, G. (Eds.). (1997). *Tomorrow's HR management: 48 leaders call for change*. New York, NY: John Wiley & Sons, Inc. (Chapters 1-6)

Core Area II: Reading Assignments

Rothwell, W., Prescott, R., & Taylor, M. (1998). *Strategic human resource leader: How to prepare your organization for the six key trends shaping the future*. Palo Alto, CA: Davie-Black Publishing. (Chapters 9-10) (Appendix 4)

Ulrich, D., Losey, M., & Lake, G. (Eds.). (1997). *Tomorrow's HR management: 48 leaders call for change*. New York, NY: John Wiley & Sons, Inc. (Chapters 7-18)

Core Area III: Reading Assignments

Ulrich, D., Losey, M., & Lake, G. (Eds.). (1997). *Tomorrow's HR management: 48 leaders call for change*. New York, NY: John Wiley & Sons, Inc. (Chapters 19-38)

From time to time additional reading assignments may be posted in the WebCT folder. Be sure to check carefully each week.

Written Assignments: Unless otherwise indicated, written assignments are due by MIDNIGHT on Sunday of the determined week. Students are advised to keep a copy of all written assignments throughout the doctoral program. **Please familiarize yourself with the program's policy on plagiarism.**

There are three major written assignments in this course:

1. **Individual Analysis and Position Paper**
2. **Development of a Training Model for the Individual Organization.**
3. **Development of a Personal HRD Plan.**

GRADING CRITERIA

The major assignments for LDR 9420 and their corresponding points are as follows:

<u>Assignment</u>	<u>Points</u>
1. The Individual Analysis and Position Paper	20
2. Development of a Training Model for the Individual Organization	25
3. Development of a Personal HRD Plan.	30
4. Lecture reflections and Chat Participation	25

Grades issued in this course are A, B and F. There are no plus and minus grades given with the final grade. Professors may issue C, D as well as plus and minus grades on assignments as indicators of quality.

The student must negotiate the incomplete (I) grade with the professor. An I is given at the discretion of the professor and is only considered in a case where the student has completed most of the course assignments. A student who has not participated in the course and has not done any work is not entitled to an I and will receive an F. Students who receive Fs will be placed on probation and will be expected to repeat the course. All Is should be changed at the end of the term or at the end of 15 weeks.

Each student is responsible for knowing the guidelines for probation and dismissal. Information is provided in the Student Handbook located on the Web site at: <http://www.nova.edu/fgse/orgleader/resources.html>

WRITTEN ASSIGNMENT REQUIREMENTS

Written Assignment 1

INDIVIDUAL ANALYSIS & POSITION PAPER

Part One: Through a process of introspection, reflection, and experience in the DOL program you have developed an awareness of your own personal individual HRD style. Prepare a personal position paper regarding your personal beliefs, theories you embrace and utilize, assumptions, attitudes, etc. that form the cornerstone for your personal HRD position. Review what you learned in LDR 9410 and focus on those salient parts which influenced you most. Include in Part One what you believe are your core competencies as they pertain to HRD leadership.

Part Two: Using Appendix 3, Part I-III, found on pages 311-317 of *Strategic Human Resource Leader: How to Prepare Your Organization for the Six Key Trends Shaping the*

Future, complete the analysis of your leadership competencies. Follow the form(s) outlined in the text.

Part Three: Provide a thoughtful comparison between the results of the Competency Assessment and your Personal Position Paper. Share any discrepancies or relevant discoveries made through this process.

Note: To gain maximum value from this exercise, please complete the paper in the above outlined order.

Length: 6-10 pages, References are not necessary for this assignment. But, if you do use them, adhere to APA style.

Written Assignment 2

DEVELOPMENT OF A TRAINING MODEL FOR THE INDIVIDUAL ORGANIZATIONAL DEVELOPMENT PLAN

According to Rothwell, Prescott, and Taylor in the *Strategic Human Resource Leader: How to Prepare Your Organization for the Six Key Trends Shaping the Future*, the six trends are: 1) Technology, 2) Cost Control Orientation, 3) Change, 4) Globalization, 5) Knowledge Capital, and 6) Speed in Market Change (see Appendix 4).

Part One: Conduct a trend analysis on your company, or choose an existing company to analyze. Are the six trends identified by the text the same within your company? If they are, elaborate on the meaning of the trends and their implications to your company, to you, and to the employees. If there are different trends, identify and elaborate as appropriate.

Part Two: List the competencies the company currently has or must develop to address these trends. Remember that this must be done from an *HRD perspective*. How important do you believe the competency will become to you as an HRD leader over the next few years?

Part Three: Develop a training model addressing how to prepare the human capital of the company to develop the competencies which are not in evidence or may be lacking at the present time.

Part Four: How will you demonstrate effective leadership in educating the company regarding the need for the training? How will you champion the training program within the organization and specifically to the employees?

Length: 10-15 pages, References Required, APA style.

Written Assignment 3

DEVELOPMENT OF A PERSONAL HRD PLAN

This major assignment is the opportunity for you as a HRD leader to close the fissure between your present and future role performance and between present and required future HRD competencies.

Part One: This step is critically important. For example, now that you have identified that there is a gap or perhaps a non-existence between a current competency and necessary future-oriented HRD competency, you need to address this issue.

In part one, address the specific competencies where the gaps exist. Pinpoint the reason for the gap. For instance, is this a personal leadership development issue- something you have been struggling to address through your experience in the DOL? Or, is this a gap that exists more due to organizational deficiencies regarding training for your role? Determine the extent of the gap.

Part Two: This section is where you select the appropriate training and development strategies you must undertake to address and either narrow or close these gaps. How will you improve your competencies?

Part Three: What time frame will you need to address developing these needed competencies? What methods will you employ to improve your competencies?

Part Four: How will YOU measure your success: How will you evaluate the particular method(s) you select? What impact will closing these gaps make on your future success and development as an HRD leader?

Length: 15-20 pages. Reference required APA style.