Rationale: Goizueta does not currently offer elective coursework on human capital strategy and human resource management. These are fundamentally important elements for any general manager to understand in linking business strategy with talent strategy. If the people, systems, and culture are not aligned with the organization’s strategic goals and objectives, performance and operational execution will be seriously challenged. This module is designed to present and discuss real world, practical concepts and frameworks to enable interested students to learn how to better connect strategy and execution in leading complex organizations.

Learning Objectives:

- Understand the importance of connecting business strategy with human capital (talent) strategy in order to effectively execute the business strategy
- Utilize a systems thinking approach in both developing a firm’s human capital strategy as well as effectively managing the organization’s current and future talent pool
- Develop a holistic framework for analyzing and managing the “people dimension” of the business
- Learn best practices in human capital management and the overall talent lifecycle, including recruiting, onboarding, deployment, retention, performance management, and talent development (areas in which the MBA students are likely to be involved within a year or two of graduation)
- Gain an appreciation for how different organizational models and structures impact human capital strategies and operations
- Enhance each student’s awareness and competencies in acquiring, leading, and retaining talent
Major Topics/Issues:

- Analyze the human capital challenge that organizations face using a systems perspective
- Explore how organizations integrate human capital strategy with business planning and strategy formation
- Determine how human capital strategies are tailored to support different organizational models and strategies
- Identify and discuss the major components of a human capital system and how best to integrate/align the elements to create competitive advantage
- Explore how Human Resource functions are organized and operate in order to execute the human capital strategy; examine other organizational options to addressing human capital issues
- Thorough review of the talent lifecycle and the critical issues and challenges at each stage, including identifying best practices across the talent lifecycle elements
- Understand how a culture of performance and accountability can be created to optimize organizational performance
- Develop skills in providing candid constructive feedback and in managing day-to-day performance

Format and Preliminary Schedule:

- Module to be delivered in Atlanta (primarily at Goizueta) in four 4 hour sessions between February 23rd and 26th, 2016
- Pedagogy will include short lectures, case study analysis/discussions, guest speakers, and student presentations; 1-2 company site visits may also be organized

Student Requirements:

- Status in good standing as fulltime MBA candidates at Goizueta Business School
- Students will be expected to attend all of the sessions and participate in any scheduled site visit(s)
- There will be assigned readings in preparation for class sessions and students will be expected to come to class fully prepared to engage in the discussions
- Students will be assigned to small teams to research, analyze, and prepare presentations on current best practices on specific topics identified by the instructors
- Students will be evaluated based upon their participation and team presentations

Additional Budget Requests:

- Potentially, we may seek financial assistance to cover any travel/meal costs associated with company site visits in the Atlanta area
Qualifications of the Co-Instructors:

*Randy Martin* is a retired Principal with Deloitte Consulting LLP’s (Deloitte’s) Human Capital practice and has more than 30 years of experience in business consulting. His areas of expertise include: strategic planning, organizational change management, leadership engagement and development, talent management and organization design. Randy focuses on complex transformation initiatives and brings his expertise to coach C-level executives and their teams on how to improve the performance of their organizations and accelerate achievement of desired results.

Randy has held a variety of leadership roles within Deloitte. He has served on the U.S. Human Capital Management Committee and has been U.S. and Global Human Capital Industry Leader for the Consumer Business Industry practice. Randy has also served as the Southeast Diversity and Inclusion (D&I) leader for Consulting and has been a member of the National D&I Council for Consulting.

Randy graduated Summa Cum Laude with a B.A. degree in Sociology and a minor in Political Science from Georgetown University. He also holds a M.A. degree from Harvard University in the same discipline. He has been both a National Science Foundation Fellow as well as an American Sociological Foundation Fellow. Finally, Randy obtained a Certificate of Organization Design from the Center for Effective Organizations at the Marshall School of Business (University of Southern California).

*Peter Topping* is Associate Professor in the Practice of Organization and Management at Goizueta Business School. He has served in that position since 2006. Previously, he worked as Executive Director for Executive Education at Goizueta for 7 years. Peter teaches leadership, organizational behavior, and organizational change across the Business School’s MBA formats. He has designed many customized executive development programs for companies across industries, sectors, and boundaries.

Peter is also an active consultant and executive coach with a particular focus on human capital systems and organizational effectiveness. Over the years, Peter’s clients have included AGL Resources, Alcatel, Ameritech, Avio-DiepenUS, CareerBuilder, CARE, C.R. Bard, Emory Healthcare, Fluor Daniel, the Federal Law Enforcement Training Center, Fulton County School System, Hartsfield-Jackson Atlanta International Airport, The Home Depot, iVision and Synovus.