

MANAGING PEOPLE FOR COMPETITIVE ADVANTAGE

SYLLABUS

Management & Organizations 441
Kellogg School of Management
WINTER 2010
Wednesday, 6:30-9:30 pm
Jacobs Center-Room TBD
Evanston, IL 60208

INSTRUCTOR

Professor: MASUD M. ARJMAND
Phone: 630-802-5507 (mobile)
630-416-3900 (Naperville Office)

Email: m-arjmand@kellogg.northwestern.edu
Kellogg Office: Evanston: Room #4245 (4th Floor / NE Corner)

COURSE DESCRIPTION

People clearly are an organization's most critical resource. Their knowledge and skills along with their commitment, creativity, and effort are the basis for competitive advantage. It is people that have creative ideas for new products or for process improvements that devise marketing strategy or take technologies to the next level. This course focuses on the people side of business from a general management perspective. In taking this generalist approach, we integrate concepts from organizational behavior, human resource management, strategy, and organizational design. Course topics include creating motivation and commitment, managing performance (goals and rewards), managing collaboration, and the 'people side' of managing change..

COURSE GOALS:

We will **MUTUALLY** explore the following questions:

- 1) What is Sustainable Competitive Advantage and what makes it difficult to replicate?
- 2) What role do People, Organizations and Leadership have in developing a sustainable competitive advantage?
- 3) Why most strategies fail not because of intrinsic flaws in the strategy but from the inability of organizations to effectively execute?

- 4) How Human Capability (Talent) can be amplified or dampened by the enabling or disabling attributes of the Intangible Assets of a Company (Structure, Leadership, Culture, Information, Networks, Strong and Weak Ties etc)
- 5) What are the desired Organizational Design Principles for Amplifying Human Capability and creating Sustainable Competitive Advantage?
- 6) How Performance, Motivation and Behavior are related in a complex manner to the Intangible Assets of a company and to the basic human need for meaning and purpose?
- 7) Why Continuous Strategic Renewal in the absence of crisis is so hard to achieve
- 8) What are the complications and opportunities in exercising different levers to bring about continuous change or learning?
 - a. Metrics and Incentives
 - b. Leadership, Executive Alignment and Compensation
 - c. Talent Development and Performance Appraisals
 - d. Structure
 - e. Culture

COURSE MATERIALS

There is a case packet of readings for this course. The case packet also contains list of certain Book Chapters that are required reading. There are also following books as additional recommended (not required) reading:

- 1) The Future of Management, Gary Hamel et al, Harvard Business School Press, 2007
- 2) Hard Facts, Dangerous Half Truths and Total Nonsense, Pfeffer and Sutton, Harvard Business School Press, 2006
- 3) The Talent Powered Organization, Peter Cheese et al, Kogan Page, 2008
- 4) Mobilizing Minds, Bryan and Joyce, McGraw Hill, 2007

Additional handouts and materials will be distributed in class. The Class Schedule, included at the end of this Syllabus, summarizes the in-class activities, assignments and required readings for each week of class.

COURSE EVALUATION

There is no midterm or final exam. The course evaluation is explained by the four components below:

(1) Attendance and Class Participation (25%)

Much of the learning in this course comes from class discussion. Your classroom participation grade will be based on attendance, class preparation, familiarity with the reading materials, and the quality of your contribution.

Some of the key characteristics of **valuable contributions** are as follows:

- Relevance: Are your comments timely and linked to the comments of others?
- Advancement: Do your comments take the discussion further or deeper than previous comments?
- Fact-based: Have you used specific data from the case, from readings, or from personal experience to support the assertions that you are making?
- Logic: Is your reasoning consistent and logical? Do you use concepts from the readings or lectures correctly?
- Originality: Do your comments merely restate the facts or do they provide new insights?

(2) Exploration of Wealth Creation versus People Management (15%) – Due Week 7

The CEO Magazine (October 2009) published "2009 CEO Wealth Creators and Destroyers" - its second annual Wealth Creation rankings of best and worst performers among the S&P 500. This assignment will explore approaches to assessing the Top 10 and the Bottom 10 performers in the context of "Managing People for Competitive Advantage". Details will be provided in class.

(3) Prepare a Case and Present Case Summary (30%) – Due Week 5

In addition to Class Participation, bulk of the Course Evaluation will be based on an in-depth exercise in preparing a Case and then preparing a presentation to the Board of Directors. Group assignments will be made by

the Professor in the second session. There will be four groups of students. . More details about these assignments will be provided in class.

Each group will prepare a comprehensive case regarding a real or fictional company that fits one of the following scenarios.

Scenario 1:

- Your Company is considered a leader in your industry. You have been through a period of sustained high growth and earnings performance for the last 5+ years. You lead the industry in market share. Your share price has seen a steady increase over this period. You are the C-Suite of the Company. You have to persuade the Board of Directors that if radical changes are not made toward existing approaches to “Managing People” in your company now, the company will likely lose its leadership position in the next ~3 years.

Scenario 2:

- Your Company has seen a gradual and consistent decline in growth, earnings and market share over the last ~5 years. You have been profitable in these years but profits have been declining. Your profitability hit zero this year and the trends indicate you will likely register a loss next year. Your share price has seen a small but steady decline over this time period. Your products are excellent. Your competitors seem to be enjoying better performance with comparable products. You believe that your people are not fully engaged and morale is declining. You also believe this is the result of your company's approach to “Managing People” over the last several years. You believe that continuation of your existing processes for “Managing People” will make things worse. You must persuade the Board of Directors to authorize a radical overhaul of your company's “Managing People” processes.

Please be as complete as possible regarding the company, its business, the business environment, company performance, the backgrounds of key players etc. Create any form of supporting data you deem fit – financial data, employee engagement data, customer interviews, Analyst reports, outside interviews, consultant reports etc – so that the reader can develop a deep context for the problem at hand, how it has developed and the challenges faced by the company going forward. Be realistic and concise. Your job is to present the problem, not the solution. You must ensure the reader will have any relevant information about the problem in order to

propose a solution. Think of this as a Case that might be used in an MBA Class!!

Case summaries will be presented in class – per schedule specified by the Professor and graded by your peers and the Professor.

(4) Prepare Presentation for Board of Directors (30%) – Due Week 10

Each group will be assigned a Case prepared by another group. You will analyze the Case, develop recommendations and prepare a presentation for the Board of Directors. You need to inform the Board of the Costs, Benefits, potential for Business disruption etc and the timeframes involved as well as impact of any new initiatives on the Financial Performance of your company in the short term. You need to be as specific as possible about the changes you request, what you are asking from the Board and why they should agree.

Each group will have 20 minutes for your Presentation to the Board. Your presentation must not exceed 20 slides. You must follow this Outline:

- PROBLEM: We believe that.....
- PROBLEM EVIDENCE: Why do we know this to be true?
- PROBLEM IMPACT: What will happen if the problem is not addressed?
- SOLUTION IMPACT: What is the pay-off if you are successful? (quantify as much as possible)
- SOLUTION: What will have to happen for your company to be successful?
- SOLUTION EXECUTION: Why you believe your solution will be successful?

The “Board” will deliberate and vote on whether to approve the recommendations. Your group’s grade will be determined by your peers and the Professor.

Group Assignments will be made by the Professor by Week 2.

KELLOGG HONOR CODE AND CODE OF CLASSROOM ETIQUETTE

Each student is expected to abide by the Kellogg Honor Code. Assignments are to be written individually, with the exception of the Group Projects. Clearly, activities such as sharing class notes or discussing class materials or

activities outside of class are not Honor Code violations. In fact, such interaction is encouraged, as it enhances the overall learning experience. When it comes to constructing ideas specifically for an individual written assignment, the work must be completed individually.

Please note that the Honor Code requires any student observing another student violating the Code to inform the professor of that violation. Failure to do so is, in itself, a violation of the Honor Code.

Students in this class are also expected to abide by the Kellogg Code of Classroom Etiquette. The intent here is to work together to create an environment that maximizes learning and that respects and values the contributions of all present. Class participants should respect any requests for confidentiality of comments.

Also note that the in-class use of laptops or other electronic devices for anything other than taking notes on the current classroom discussion is disruptive to the learning experience for fellow students, the professor, and guest speakers. The learning experience is maximized by the full engagement of all students. Therefore, the use of laptops in the classroom, if used at all, should be limited to the purpose of taking notes on the present discussion.

CLASS SCHEDULE (WEEKS #1 - #10)

The class schedule is summarized below:

- WEEK 1
 - a. **Focus:** Introductions, Setting up Course Context for Competitive Advantage through People
- WEEK 2:
 - a. **Focus:** Management, Intangible Capital and Organizational Performance
- WEEK 3:
 - a. **Focus:** Performance, Motivation, Culture and Leadership
 - b. **Case:** Brussels and Bradshaw
 - c. **Guest Speaker:** George Barr, Chairman, First Community Financial Partners
- WEEK 4:
 - a. **Focus:** Empowerment and Sense of Purpose
 - b. **Case:** Whole Foods Market
 - c. **Guest Speaker:** Stan Glasgow, President, Sony Electronics
- WEEK 5:
 - a. **Focus:** Learning, Metrics and Incentives

- b. **Guest Speaker:** Peter Cheese, Former Global Managing Director, Talent and Organization Performance Service Line, Accenture
- **WEEK 6:**
 - a. **Focus:** Performance Appraisal, Values, Alignment and Transformation
 - b. **Case:** Rob Parson at Morgan Stanley (Primary)
 - c. **Case:** Firm wide 360 degree Performance Evaluation Process at Morgan Stanley (Primary)
 - d. **Case:** Morgan Stanley: Becoming a “One-Firm” Firm (Reference)
 - e. **Guest Speaker:** Jeff Adams, Regional Director, Morgan Stanley Smith Barney, Chicago, IL
- **WEEK 7:**
 - a. **Focus:** Strategic Renewal, Execution, Frontline Employees and Stakeholders
 - b. **CASE:** Best Buy, Inc.
 - c. **Guest Speaker:** Bob O’Neal, Vice President, Org Development and Learning, Office Max, Naperville, IL
- **WEEK8:**
 - a. **Focus:** People Management, Executive Compensation and Alignment
 - b. **Case:** Executive Compensation at General Electric (A) and (B)
- **WEEK:**
 - a. **Focus:** Human Capital Development
 - b. **Case:** CISCO Systems: Developing a Human Capital Strategy
 - c. **Guest Speaker:** Ed Lange, Former Chief Customer Officer, SAP, Downers Grove, IL
- **WEEK:**
 - a. **Focus:** Wrap-up and Board of Directors Presentations

The Following Ten pages describe Weekly Sessions in more detail:

WEEK #1 :

Introduction : Setting up the Context for Competitive Advantage through People

Prior Required Readings:

1. "Do Best Organizations have the Best People?" – Chapter from "Hard Facts, Dangerous Half Truths and Total Nonsense" by Pfeffer et al, pp 83-108
2. "Decoding the DNA of Toyota Production System" by Spear and Bowen, Harvard Business Review

Suggested Optional Readings:

1. "Building Competitive Advantage through People" by Bartlett et al, Sloan Management Review
2. "Organizational DNA for Strategic Innovation" by Govindarajan and Trimble, California Management Review
3. "When Stability Breed Instability" by Gardiner Morse, Harvard Business Review

Assignments Due:

- Read Required Readings and be prepared for class discussion
- Submit a brief one half page paragraph on your personal and professional background
- Submit a brief one half page paragraph on what are your expectations from this course

In-Class Activities:

- Professor and Student Introductions
- Setting up the Context for the Course
- Discussion of Assignment Questions
 - What are the key determinants of Sustainable Competitive Advantage?
 - Is it the People or the Organization or both? Can one trump the other?
 - What are key themes of the current broad industry focus on Talent Management

- Do you agree/disagree (and why) with the Authors (#1) assessment of the “Talent Mindset”
- How would you compare the guidelines for Talent Management put forth by the Authors (#1) with the core message of the Toyota article (#2)?
- Why no one has been able to successfully replicate the Toyota approach?
- How would you operationalize the guidelines for Talent Management in practice?
- How would you define a Company that has truly achieved the goal of Sustainable Competitive Advantage through People?
- Identify at least two (2) companies in rank order that are leading examples of having achieved sustainable competitive advantage through people and explain the rationale for your choice

WEEK #2:**Management, Intangible Capital and Organizational Performance**Prior Required Readings:

1. "An Agenda for Management Innovation" – Chapter from "Future of Management" by Hamel and Breen, pp 37-66

Suggested Optional Readings:

1. "Undermining Staying Power: Role of Unhelpful Management Theories" by Roger Martin, Rotman Magazine, 2009
2. "The Ultimate Advantage" – Chapter from "Future of Management" by Hamel and Breen, pp 19-36
3. "Fast Strategy" – by Doz and Kosonen
4. "The Observer and the Observed" by David Bohm
5. "The Modern Firm: Organizational Design for Performance and Growth" by John Roberts, Oxford University Press
6. "The New Organizational Wealth: Managing and Measuring Knowledge-Based Assets" – by Karl Sveiby, Barret-Koehler Publishers
7. "The Power of Social Capital" by Whitney MacMillan, Harvard Business Review
8. "When Social Capital Stifles Innovation" by Florida, Cushing and Gates, Harvard Business Review

Assignments Due Today:

- Read Required Readings and be prepared to be called upon for class discussion
- For each of the following three challenges, submit names of two (2) Companies that are not mentioned in Required Reading #1 but in your considered opinion, exemplify the current best practice in meeting the specific challenge. :
 - Capability for continuous self-renewal in the absence of crisis
 - Making Innovation everyone's Job
 - Creating an engaging work environment that inspires all employees to give the very best of themselves

In-Class Activities:

- Class Discussion:
 - In-depth Discussion of Assignment Results
 - How hard or easy is it for companies to meet the three challenges above?
 - What is Intangible Capital? Why is it significant? What are its components? How do these relate to each other?
 - What is Management Innovation and how it relates to other forms of Innovation
 - What should be the “Design Principles” for organizations that can create and sustain competitive advantage through people OR Maximize the value of Intangible Capital?
 - Announce Group for Class Assignments

WEEK #3**Performance, Motivation, Culture and Leadership**GUEST SPEAKER**George Barr**

Chairman of the Board
 First Community Financial Partners
 Joliet, IL

Prior Required Readings:

1. CASE: "BRUSSELS AND BRADSHAW"

Suggested Optional Readings:

2. "Building Competitive Advantage through People" by Bartlett et al, Sloan Management Review
3. "Leading by Leveraging Culture" by Bartlett et al, California Management Review
4. "What's next – A culture of Candor", O'Toole and Bennis, Harvard Business Review
5. "Conquering a Culture of Indecision" by Ram Charan, Harvard Business Review
6. "Employee Motivation: A Powerful New Model" by Nohria et al, Harvard Business Review

Assignment Questions:

- Draft an outline of Brussels and Bradshaw's organizational design. What aspects contribute most significantly to the culture? In your mind, does Brussels and Bradshaw's culture encourage or limit the company's operational performance?
- Who is to blame for Locke's poor performance at B&B – Locke or the Company? If both, describe which aspects are attributed to Locke and which to the Company?
- If you are Kelly Richards, would you extend Locke a full-time offer?
- Is Locke's case a sign of poor corporate culture and design? If so, how should B&B change its organizational design going forward to improve its culture? If not, how can B&B ensure it doesn't continue to lose bright individuals such as Locke? Think critically about the

implications of maintaining or changing fundamental aspects of the organizational design.

In-Class Activities:

- In-depth Case Discussion of Assignment Questions.
- Summary of key Learning Objectives and Foundational Principles

WEEK #4:**Empowerment and Sense of Purpose**GUEST SPEAKER**Stan Glasgow**

President
 Sony Electronics
 San Diego, CA

Prior Required Readings:

1. "Creating a Community of Purpose, Whole Foods Market" – Chapter from "Future of Management" by Hamel and Breen

Suggested Optional Readings:

2. "Building Competitive Advantage through People" by Bartlett et al,
3. Argyris, Chris. 1998. Empowerment : The Emperor's New Clothes. *Harvard Business Review*, May-June 1998
4. "How to invest in Social Capital" by Prusack and Cohen, *Harvard Business Review*

Assignment Questions:

- What are the differences between a Social Community and a traditional Corporation/Company? Where does each derive its sense of purpose?
- What is the difference between Leadership in a Corporation and Leadership in a Social Community?
- What are the pros and cons of availability of compensation data for all employees to all employees of a company? Where have you seen this model in practice? Is it effective?
- What is empowerment? Does employee engagement lead to employee empowerment? Why? Why not?
- What are pros and cons of Individual versus Team Incentives? When does one work better than the other?

- Should the forces of supervision and control co-exist with the forces of adaptive self-organization within a Company? Can they? How would you describe the Whole Foods organizational model in this context?
- Is the Whole Foods model effective in amplifying the Human Capability (Initiative, Imagination, and Passion)? Can it be replicated in other companies? Why? Why not?
- How have things changed for Whole Foods since this case was written? For better or for worse? Has their Management Model contributed to this change?

-

In-Class Activities:

- In-depth Case Discussion of Assignment Questions.
- Summary of key concepts, learnings and foundational principles

WEEK #5 :

Learning, Metrics and Incentives

GUEST SPEAKER

Peter Cheese

Former Managing Director
Talent and Organization Performance Service Line
Accenture
London, UK

Prior Required Readings:

1. "Do Financial Incentives Drive Company Performance?" – Chapter from "Hard facts, Dangerous Half-Truths and Total Non-sense" by Pfeffer and Sutton

Suggested Optional Readings:

2. "Building Competitive Advantage through People" by Bartlett et al, Sloan Management Review
3. "Beyond Money: Toward an Economy of Wellbeing" by Diener and Seligman, Rotman Magazine
4. "Six Dangerous Myths about Pay" by Jeffery Pfeffer, Harvard Business Review

Assignment Questions:

- What are the Pros and Cons of Incentives as effective motivators? Consider your company's incentives and share your thoughts with the class.
- Be prepared to discuss your company's incentives as to their effectiveness or otherwise regarding the Informational Effect and the Selection Effect
- Be prepared to discuss examples from your own experiences when well-intentioned incentives had an unintended and detrimental side effect.
- Increasingly, in many businesses, employee discretion and empowerment in exercising the appropriate behavior is critical to a company's execution of strategy. So, when the range of desired

behaviors is either too complex or specific behaviors cannot be specified in advance, how can companies use incentives to drive the right behavior?

- Discuss the Pros and Cons of Individual versus Team incentives? When is either appropriate?
- Discuss current rise of Pay for Performance (Meritocracy) with highly differentiated rewards for individuals at the top and bottom within a peer group. Have these programs been effective? At your company? In general?
- How would you design an Incentive System that appropriately balances Initiative and Collaboration? Give examples of companies/programs that come close to achieving this balance.
- Do you agree/disagree with the generally accepted notion that Incentives/Metrics drive behavior? Why/Why Not?

In-Class Activities:

- In-depth Case Discussion of Assignment Questions.
- Summary of key concepts, learnings and foundational principles
- Assignment #3 – Presentation of Case Summaries

WEEK #6**Performance Appraisal, Values, Alignment and Transformation**GUEST SPEAKER**Jeff Adams**

Regional Director
Morgan Stanley Smith Barney
Chicago, IL

Prior Required Readings:

1. CASE: "Rob Parson at Morgan Stanley (A)"
2. CASE: "The Firm wide 360 degree Performance Evaluation Process at Morgan Stanley"
3. CASE: "Morgan Stanley: Becoming a "One-Firm" Firm" (as background reference)

Assignment Questions:

- What are the advantages and disadvantages of a 360-degree Feedback System?
- What were the problems with the existing system? What are the goals of the new system?
- To what extent is the new performance appraisal system aligned with the vision and strategy?
- What is your assessment of the new performance evaluation system? Will it accomplish the objectives it was designed for?
- Should Rob Parson be promoted? Why or Why not?
-

In-Class Activities:

- In-depth Case Discussion of Assignment Questions.
- Summary of key concepts, learnings and foundational principles

WEEK #7**Strategic Renewal, Execution, Frontline Employees and Stakeholders**GUEST SPEAKER**Bob O'Neal**

Vice President
Org Development and Learning
Officemax
Naperville, IL

Prior Required Readings:

1. CASE: Best Buy, Inc.

Suggested Optional Readings:

1. "Building Competitive Advantage through People" by Bartlett et al, Sloan Management Review
2. "A Note on Social Networks and Network Structure" – Stanford Graduate School of Business
3. "Executing Strategy" Harvard Business Press

Assignment Questions:

- Would you describe Best Buy as an Innovator? Why? Why not?
- How would you describe Best Buy's Customer Centricity model?
- What was unique or differentiating about Best Buy's business model that gave it a sustainable competitive advantage? Is it replicable by competitors?
- What does it mean for a Company to change its strategy from selling products to selling solutions while dealing with earnings pressure from Wall Street?
- What's your opinion of the timing of Best Buy adopting a new business model in 2005? Was this change reactive or proactive? Did their operating results from 2003 and 2004 show that a change was needed?
- What was the role of Front-Line employees in Best Buy's several transformations? What is your view of the relationship between Strategy and Front-line employees?

- How do the four goals that define its culture similar or different from other companies?
- Is there a Cause-Effect relationship between Employee Engagement and Company Performance?
- How would rank order Best Buy Management's attention to three groups of stakeholders (Shareholders, Customers, Employees)? What do you think the relative emphasis should be?
- How would you map Best Buy's growth trajectory into periods of Exploration versus Exploitation? What does Innovation mean in each case?
- How are Strong and Weak Ties impacted by Exploration and Exploitation? How do these ties impact an organization's ability for innovation and strategic renewal?
-
-

In-Class Activities:

- In-depth Case Discussion of Assignment Questions.
- Summary of key concepts, learnings and foundational principles

Assignment #2 is Due this week.

WEEK #8**People Management, Executive Alignment and Compensation**Prior Required Readings:

1. CASE: "Executive Compensation at General Electric (A) and (B)"

Suggested Optional Readings:

1. "Building Competitive Advantage through People" by Bartlett et al, Sloan Management Review
2. "The Fatal Flaw in Pay for Performance" by Ben Heineman, Harvard Business Review
3. "How much should executives make" – Harvard Business Review
4. "2009 CEO Wealth Creators and Destroyers", CEO Magazine, October 2009

Assignment Questions:

- Given the situation that Jeff Immelt faced pre-2004, what do you believe were his overall objectives concerning the board of directors and executive compensation?
- Turning to GE's executive compensation plan, what are the main features? In dollar terms, how much did Immelt and Robert Wrigth make in 2002? In 2003? What part of these two executives' pay was awarded subjectively?
- Evaluate each of the GE Compensation tools separately, listing the pros and cons for salary, bonus, LTIP, PSUs, SARs, RSUs, etc
- What does GE's compensation plan do to encourage executives to manage for long-term results? How long is "long term" in the GE compensation plan?
- Looking now at Immelt's compensation plan, what are the pros and cons that you see in this plan? How much and when will Immelt receive given GE's share price drop in the recent meltdown?
- Focusing on changes made to the plan since 2002, why did the compensation committee at GE decide to replace stock options in CEO Jeff Immelt's pay package with performance share units and replace 40% of stock options for other executives with restricted stock units? Do you accept GE's rationale for the change? How

does Jeff Immelt's pay package compare to Jack Welch's pay package?

- How did Immelt change board member compensation? Why are these changes necessary? Why do you think Immelt altered the retirement plan?
- What is going to be different at GE because of the new compensation plan? What the options/SARs/PSUs designed to achieve? Is there a difference?
- Has GE made these changes because of its decision to expense options? If options expensing becomes mandatory, will others imitate GE's changes to executive compensation?
- Evaluate GE's executive compensation plan as to whether it supports or hinders each of the Design Principles for "Managing People" developed earlier in the course?
- What modifications would you propose to the GE executive compensation plan so as to maximize the executives focus on effectively "Managing People for Competitive Advantage"?
- Discuss your thoughts on overall issue of CEO Compensation? Aspen Institute came to the conclusion that top executives were not "overpaid" but instead paid to promote the wrong things or "short-termism". What do you think?
-

In-Class Activities:

- In-depth Case Discussion of Assignment Questions.
- Discuss results of Assignment #2
- Summary of key concepts, learnings and foundational principles

WEEK #9**Human Capital Strategy**GUEST SPEAKER**Ed Lange**

Former Chief Customer Officer
SAP
Downers Grove, IL

Prior Required Readings:

CASE: "CISCO SYSTEMS: Developing a Human Capital Strategy"

Assignment Questions:

- How would you describe Cisco's culture and their approach to Talent Development in the pre-2001 era?
- What are the Pros and Cons of a "Build" versus "Buy" strategy toward Talent Development, in general?
- Why does a shift in focus toward productivity and cross-functional alignment at Cisco, around 2001, justify a shift in their Talent Development strategy from Buy to Build? At around the same time, several Professional Services Firms (eg Accenture) were shifting their focus, in the opposite direction, from Build toward Buy as their approach to Talent Development. Why?
- What were the major strengths and weaknesses of the new Build Strategy for Talent Development?
- How do you explain the contradiction that, in 2001, while Chambers maintained that Cisco's Strategy remained the same (application-centric) while the employees describe a profound shift in Cisco's strategy toward becoming customer-centric?
- Do you agree with the authors' assertion that Cisco's Human Capital Strategy is to be credited for their turnaround by 2004? Why?
- What made the Cisco Human Capital Strategy unique and powerful?
- Was Cisco's timing in launching a major Human Capital Development program appropriate?

-

In-Class Activities:

- In-depth Case Discussion of Assignment Questions.
- Summary of key concepts, learnings and foundational principles

WEEK #10

Course Overview and Final Presentations