MGMT3429 STRATEGIC HUMAN RESOURCE MANAGEMENT
Management and Strategy, Faculty of Business and Economics
Office hours: By appointment, KKL 1317

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COURSE DESCRIPTION

This course proposes to look at the basic concepts of human resources management (HRM) and its application to Hong Kong. Emphasis will be placed on the strategic linkage between HRM and corporate management in the context of business change and re-structuring. Comparative references will also be made to practices in other industrial societies.

REFERENCE BOOKS (OPTIONAL FOR PURCHASE)

Bock, L. (2015). *Work rules!: Insights from inside Google that will transform how you live and lead*. Twelve.

Chou, Y. K. (2019). *Actionable gamification: Beyond points, badges, and leaderboards*. Packt Publishing Ltd.

Doerr, J. (2018). *Measure what matters: How Google, Bono, and the Gates Foundation rock the world with OKRs*. Penguin.

Groysberg, B. (2010). *Chasing stars: The myth of talent and the portability of performance*. Princeton University Press.

Ismail, S. (2014). *Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it)*. Diversion Books.

COURSE OBJECTIVES

In this course, we will cover topics such as new business, human capital technology, people analytics, OKRs, gamification and talent war. Students are expected to stay updated with these recent topics in management and gain a deeper understanding of how to use theory and technology to build a better workplace. We will also use mini workshops to develop students' skills in technical writing and elevator pitch and offer opportunities for students to practice these skills in class.

FACULTY LEARNING GOALS

FLG1: Acquisition and internalization of knowledge of the programme discipline
FLG2: Application and integration of knowledge
FLG3: Inculcating professionalism
FLG4: Developing global outlook
FLG5: Mastering communication skills
FLG6: Cultivating leadership

COURSE LEANRING OUTCOMES

CLO1: Understand essential frameworks related to new business	FLG1; FLG2
CLO2: Understand essential frameworks related to human capital	FLG1; FLG2
CLO3: Make human resource-related decisions with system thinking	FLG2; FLG3; FLG4, FLG6
CLO4: Develop evidence-based arguments for business purposes	FLG2; FLG5
CLO5: Deliver compelling and professional business presentations	FLG2; FLG5

COURSE TEACHING AND LEARNING ACTIVITIES

T&L1. Interactive Lecture	30 hours	25%
T&L2. Simulation	10 hours	8%
T&L3. Team Projects	30 hours	25%
T&L4. Final Exam	50 hours	42%
	120 hours	100%

GRADES (tentative)

	Points	Alignment
Final Test	400 points~40%	CLO1; CLO2; CLO3; CLO4
Team Paper	150 points~15%	CLO1; CLO2; CLO4
Team Presentation	150 points~15%	CLO1; CLO2; CLO5
HR Simulation	150 points~15%	CLO1; CLO2; CLO3
Class Participation	150 points~15%	CLO1;CLO2
Total-1000 points	**1000 points~100%**	

COURSE GRADE DESCRIPTORS (tentative)

Course Final Grade	Tentative Scores	Grade Descriptors
A+, A, A-	100-90%	Student has consistently demonstrated an excellent grasp of strategic HR concepts as evidenced by original or exceptionally astute analysis and synthesis of student work.
B+, B, B-	89-80%	Student has demonstrated a substantial grasp of strategic HR concepts, as evidenced by above average performance in analysis and synthesis of student work.
C+, C, C-	79-70%	Student has demonstrated a fair grasp of strategic HR concepts, as evidenced by average performance in analysis and synthesis of student work.
D+, D, D-	69-60%	Student has demonstrated limited grasp of strategic HR concepts, as evidenced by barely satisfactory performance in analysis and synthesis of student work.
F	<60%	Student has demonstrated very limited grasp of strategic HR concepts, as evidenced by poor performance in analysis and synthesis of student work.

RECOMMENDED BOOK

Edwards, M. R. & Edwards, K. (2016). Predictive HR Analytics: Mastering the HR Metric. New York, NY: Kogan Page.

FINAL TEST (400 points)

The final test is in an open-book and open-internet format, but it must be your independent work. We will discuss it in more details prior to its administration. Unless there is prior approval from the instructor and a legitimate, documented reason for needing a make-up exam (e.g., illness, family emergency, official university absence), examinations must be taken at the scheduled time.

TEAM-BASED ASSESSMENT

At the beginning of the semester, you will have an option to form a cluster (typically with two to four students), and then we will try our best to accommodate your preferences in a random team assignment. You will stay in the same team for the whole semester. As a team, you will complete a team paper (150 points) and a team presentation (150 points) together. You and your teammates need to identify a real company, provide an in-depth analysis of the company in the team paper, and propose an HR initiative to further improve it in the team presentation. You have to use the same company for the team paper and the team presentation. These two assignments are related but will be graded independently. Grading rubrics will be made available to you prior to the deadlines.

Everybody in your team will receive the same score for team-based assessment. However, your score might be subject to an individual adjustment at the end of the semester. **Individual adjustments are topped at +/- 10%, and all adjustments will be completely evidence-based.** To minimize political behaviors, you cannot request any individual adjustments for yourself, meaning that you cannot ask for bonus points or ask for no or less deduction for yourself. Individual adjustments aim to identify uneven contribution and reallocate the scores within your team. The best team should expect no individual adjustment.

To aim that, you will be invited to take two online surveys -- one after team paper and the other after team presentation -- to let me know your experience with the team. These two surveys will be kept strictly confidential, and I will NOT discuss your responses with your teammates or any other parties without your approval. I might follow up with you if I would like to know further details about your responses. **Failure to complete each survey will result in a 5 point off from your individual grade (i.e., you can lose up to 10 points if you missed both). If there is clear evidence that you didn't take these surveys seriously, you might get 3 points off for each survey.**

Team Paper (150 points)

In the team paper, you are expected to describe and analyze one or several related people practice(s) used by a real organization. Preferably you should choose new, unique, or interesting people practices. You need to have a central message. Some of the examples include but are not limited to: description-explanation logic, problem-solution logic, pros-cons-assessment logic, comparison logic, chronological logic etc. The central message is very flexible, but you need to have one. Then you should organize arguments that can contribute to the central message and use evidence to support your arguments. You will get a low score if you try to analyze everything about the company.

You are expected to do intensive research from multiple credible sources, such as official websites, cases, annual reports, books, book chapters and journal papers, to support your arguments. All arguments must be evidence-based. I will grade the structure (e.g., the paper has a compelling central message; flows logically from the beginning to the end; each section has a topic sentence at the beginning that briefly previews the nature and the substance of the section) and the argument (e.g., the analysis of the firm is thorough and insightful; arguments are supported by strong, specific, and appropriate evidence). The paper should be no more than 3 pages in text and follows a specific set of formatting requirements. Grading rubric will be made available to you before you submit.

I can read and comment on your draft one week before the deadline (optional) and you can revise your paper based on my comments accordingly. Please note that I will not read late and incomplete drafts.

Team Presentation (150 points)

In the team presentation, you are expected to design and sell an <u>original</u> people initiative to the SAME company you identified. People initiative is a broad concept. As long as it helps improve human efficiency in certain ways (i.e., employees, customers, or other stakeholders), it qualifies the definition of people initiative in this class. I encourage you to be as creative as possible. You are expected to (a) talk about why you come up with the idea, (b) describe the idea and its implementation in great details, and (c) convince your audience that this idea will bring financial or non-financial value to the company. In f2f mode, team presentations take place at the end of the semester during class time and the order of presentation will be determined by a lucky draw. In online mode, video team presentations should be pre-recorded and stored in an online archive (e.g., Google Drive, Dropbox) for me to download.

Please note that the scale of the initiative you proposed will NOT be graded. It could only involve one or two people or involve hundreds and thousands of people. It can be a small change or a big move. I will only grade your presentation based on the grading rubric.

INDIVIDUAL-BASED ASSESSMENT

Individual-based assessment includes class participation (150 points) and HR simulation (150 points).

Class Participation (150 points)

1. Polleverywhere (50 points). Polleverywhere will be administered in all classes after the add/drop period.
2. Course Forum Contribution (50 points). You are expected to interact with each other in the course forum. We will consider the following elements when giving you the score for class participation: (1) the number of your posts, (2) the quality of your posts, and (3) the timing of your posts (for example, if a student contributes a lot right before the deadline, this will be regarded as less valuable than a student who is consistently proactive throughout the semester).

3. In-class contribution (up to 100 points). Students are encouraged to speak up in class. You can earn up to 100 points that might make up with the points you lost (if any) in Polleverhwere and course forum contribution. The maximum you can earn in this category is 150 points.

HR Simulation (150 points)

You will play an individual-based simulated game that is highly consistent with the reality (the reality can only be more frustrating). In this simulation, each of you will assume the role of a Human Resource Director in a medium-sized company, which is in a very challenging situation— its employees scored very bad in almost all indicators, including performance, motivation, turnover and absenteeism, etc. Your job is to turn it around by making several quarterly decisions on staffing, compensation, training, programs, and a couple of incidents that may pop up from time to time. You have a very limited budget. More details will be announced in class. 70% of the simulation grade will be determined by how well your company performs at the end of the game and 30% will be determined by two short open book quizzes that test how much you understand and how much you learnt from the simulation.

To use the simulation, you have to purchase a license. After the add/drop period, our teaching assistant will collect 150 HKD cash from each of you. I have covered most of the expense with my teaching grant, and this 150 HKD is only a small part of the actual cost of this license.

NOTES

1. Please be aware that any announcements will be posted in Moodle, which should automatically be sent to your university email address. Please be sure to check that on a regular basis. Please feel free to email me with questions or concerns about the course and/or assignments. I will endeavor to reply to you within 24 hours. If not, please send me a reminder because I will not ignore a student email.

2. Most importantly, I expect you to adhere to strong ethical principles in your academic work. At a minimum, I expect no cheating, plagiarism or falsification of any work you turn in for this class. **I take academic dishonesty very seriously, and I will do whatever it takes to correct such behaviors.** As a return, you will expect me to provide you with a classroom environment that is conducive to learning; be well organized and prepared for each class lecture; provide an environment that is respectful of others' opinions; provide reasonable guidance on all assessments; and treat you fairly and courteously.

TENTATIVE COURSE SCHEDULE (subject to change)

Topics #	*Topics, assignments, & exams*
1	Course Intro and Fundamentals of SHRM
2	New Business
3	People Analytics
4	Objective and Key Results
5	Gamification
6	Superstardom
7	SHRM Simulation
8	Mini-workshops on Writing and Presentation
9	Final Exam Review