HKU BUSINESS SCHOOL 港大經管學院

Inspire·Empower·Lead

1. General Information

Course Subject	MGMT
Course Number	3429
Course Title	Strategic Human Resources Management
Academic Years	2024-2025
Grading Method	Letter

2. Instructors

Professor ZHAO, Helen Hailin
Office: Room 1317 13/F K.K. Leung Building
Email: hhzhao@hku.hk
Office: 3917 1640
Subclasses: 2A

4. Course Description

Course Description	Strategic human resources management (SHRM) aims to maximize the value of human capital with a wide range of tools, such as the design of business models, performance measures, compensation systems, and workplace rules. This course covers the content knowledge in the following topics: (1) how to use people factors to upgrade the business models in the digital economy era, (2) how to use Key Performance Indicators (KPIs) and Objectives and Key Results (OKRs) to enhance human productivity and firm performance, (3) how to make an offer to attract a person to join your team and how to select a person who will perform well and stay long, (4) how to design compensation structures for organizations and design monetary and non-monetary incentives for individuals, and (5) how to gamify the workplace with a human-focused, rather than a function-focused mindset, etc. The course offers a lot of interactive opportunities to apply what they learned to solve problems in real or simulated case scenarios.

5. Course Objectives

1. an overall understanding of the content topics in strategic HRM.

2. an update of exemplar people practices used by major corporations or promising startups.

3. an application of the design principles of important human capital systems.

4. an improvement of your writing skills and presentation skills.

6. Faculty Learning Goals

Goal 1: Acquisition and internalization of knowledge of the programme discipline

Goal 2: Application and integration of knowledge

Goal 3: Inculcating professionalism

6. Faculty Learning Goals

Goal 4: Developing global outlook

Goal 5: Mastering communication skills

Goal 6: Cultivating leadership

7. Course Learning Outcomes

Course Teaching and Learning Activities	Aligned Faculty Learning Goals					
	1	2	3	4	5	6
CLO1. Understand essential frameworks related to new business	✔	✔				
CLO2. Understand essential frameworks related to human capital	✔	✔				
CLO3. Make human resource-related decisions with system thinking		✔	✔	✔		
CLO4. Develop evidence-based arguments for business purposes		✔			✔	
CLO5. Deliver compelling and professional business presentations		✔			✔	

8. Course Teaching and Learning Activities

Course Teaching and Learning Activities #	Expected Study Hours	Study Load (% of study)
T&L1. Interaction Lecture	30	25
T&L2. Simulation	10	8.3
T&L3. Team Presentation	30	25
T&L4. Final Exam	50	41.7
	Total: 120	Total: 100

9. Assessment Methods

Assessment Methods	Description	Weight %	Aligned Course Learning Outcomes
A1. Team Presentation	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 the random team assignment. You will stay in the same team for the whole semester. As a team, you will complete a team presentation together. 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	20%	1,2,5

	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).In the team presentation, you are expected to design and sell an original HR initiative to the SAME company you identified. HR initiative refers to a new program or a revision of an existing program that helps add value to the company. HR initiative is a broad concept. As long as the idea you proposed is related to people, it will qualify the definition of HR initiative. 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 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.Please note that the scale of the HR 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 rubric.		
A2. HR Simulation	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.	20%	1,2,3
A3. Class Contribution	Class contribution is to assess your proactivity in the course forum. 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).	20%	1,2

9. Assessment Methods

A4. Final Exam	The final test is in an open-book and open-internet format, but it has to be your independent work. 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. Student absent for the final exam will receive a letter grade of F.	40%	1,2,3,4

10. Course Grade Descriptors

A+,A,A-	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-	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-	Student has demonstrated a substantial grasp of strategic HR concepts, as evidenced by above average performance in analysis and synthesis of student work.
D+,D	Student has demonstrated limited grasp of strategic HR concepts, as evidenced by barely satisfactory performance in analysis and synthesis of student work.
F	Student has demonstrated limited grasp of strategic HR concepts, as evidenced by barely satisfactory performance in analysis and synthesis of student work.

11. Course Content and Tentative Teaching Schedule

Topic/ Session	Content
1	Course Intro & People Factors in New Business: SCALE
2	People Factors in New Business: IDEAS
3	Briefing of the Simulation Game
4	The Design of Performance Management Systems (KPIs, OKRs and MBOs)
5	To Use Money or Not?
6	Compensation Design: Pay Level, Pay Structure and Pay Basis
7	Choose the Right People and Make Them Choose You
8	Gamification of the Workplace
9	Debriefing of the Simulation Game
10	Group Presentation

12. Required/Recommended Readings & Online Materials

Reading	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.
	Davila L. & Kursmark, L. (2005). *How to Choose the Right Person for the Right Job Every Time.* McGraw-hill.
	Doerr, J. (2018). *Measure what matters: How Google, Bono, and the Gates Foundation rock the world with OKRs.* Penguin.
	Freytag, A. & Bouwer, T. (2020) *Profit Works: Unravel the Complexity of Incentive Plans to Increase Employee Productivity, Cultivate an Engaged Workforce, and Maximize Your Company's Potential.* Author Academy Elite.
	Hormozi, A. (2021). *100M Offers: How to Make Offers so Good People Feel Stupid Saying No.* Acquision.com
	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.
	Pink, D. H. (2011). *Drive: The surprising truth of what motivates us.* Canongate Books.
	Thaler, R.H. & Sunstein, C.R. (2009). *Nudge: Improving Decisions About Health, Wealth, and Happiness.* Penguin,
	Weaver, D. (2020). *Pay Matters: The Art and Science of Employee Compensation.* Lioncrest Publishing.

13. Means / Processes for Student feedback on Course

✔	Conducting mid-term survey in additional to SETL around the end of the semester
	Online response via Moodle site
	Others

14. Course Policy

The University Regulations on academic dishonesty will be strictly enforced. Please check the University Statement on plagiarism on https://tl.hku.hk/plagiarism/.

Cheating or plagiarism of any kind would result in an automatic F grade for the course plus strict enforcement of all Faculty and/or University regulations regarding such behavior. Incident(s) of academic dishonesty will NOT be tolerated.

Academic dishonesty is a behavior in which a deliberately fraudulent misrepresentation is employed in an attempt to gain undeserved intellectual credit, either for oneself or for another. It includes, but is not necessarily limited to, the following types of cases:

a. Plagiarism - the representation of someone else's ideas as if they are one's own. Where the arguments, data, designs, etc., of someone else are being used in a paper, report, oral presentation, or similar academic project, this fact must be made explicitly clear by citing the appropriate references. The references must fully indicate the extent to which any parts of the project are not one's own work. Paraphrasing of someone else's ideas is still using someone else's ideas, and must be acknowledged.

b. Unauthorized Collaboration on Out-of-Class Projects - the representation of work as solely one's own when in fact it is the result of a joint effort.

c. Cheating on In-Class Exams - the covert gathering of information from other students, the use of unauthorized notes, unauthorized aids, etc.

d. Unauthorized Advance Access to an Exam - the representation of materials prepared at leisure, as a result of unauthorized advance access (however obtained), as if it were prepared under the rigors of the exam setting. This misrepresentation is dishonest in itself even if there are not compounding factors, such as unauthorized uses of books or notes.

All assignments (i.e. individual papers) will be uploaded to Turnitin for originality checking and to identify potential plagiarism, if any.

Where a candidate for a degree or other award uses the work of another person or persons without due acknowledgement:

1. The relevant Board of Examiners may impose a penalty in relation to the seriousness of the offence.

2. The relevant Board of Examiners may report the candidate to the Senate, where there is prima facie evidence of an intention to deceive and where sanctions beyond those in (1) might be invoked.