MGMT3429 STRATEGIC HUMAN RESOURCE MANAGEMENT
School of Business
Office hours: By appointment, KKL 1317

Instructor: Dr. Helen H. Zhao
Email: hhzhao@hku.hk
Teaching Assistant: Mr. Hogan Wai
Email: waikf@hku.hk

COURSE DESCRIPTION

Strategic human resource management refers to the alignment process that links people practices to strategies and performance of a firm. This process involves understanding the business model of a given firm, designing interventions to harness the potential of human capital, and analyzing economic values of human capital investment. In this course, we will learn this process through theoretical frameworks, examples and cases, analytic tools, and simulated decision making scenarios.

COURSE OBJECTIVES

In this course, we place more emphasis on developing skills than delivering the content. In addition to understanding the essential frameworks related to new business and human capital analytics, you are also expected to make human resource-related decisions with system thinking, develop evidence-based arguments for business purposes, and deliver compelling and professional business presentations.

PROGRAMME LEARNING OUTCOMES

PLO1: Acquisition and internalization of knowledge of the programme discipline
PLO2: Application and integration of knowledge
PLO3: Inculcating professionalism and leadership
PLO4: Developing global outlook
PLO5: Mastering communication skills

COURSE LEANRING OUTCOMES

CLO1: Understand essential frameworks related to new business	PLO1; PLO2
CLO2: Understand essential frameworks related to human capital analytics	PLO1; PLO2
CLO3: Make human resource-related decisions with system thinking	PLO2; PLO3; PLO4
CLO4: Develop evidence-based arguments for business purposes	PLO2; PLO5
CLO5: Deliver compelling and professional business presentations	PLO2; PLO5

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 Exam	500 points~50%	CLO1; CLO2; CLO3; CLO4
Team Paper	150 points~15%	CLO1; CLO2; CLO4
Team Presentation	200 points~20%	CLO1; CLO2; CLO5
HR Simulation	100 points~10%	CLO1; CLO2; CLO3
Class Participation	50 points~5%	CLO1;CLO2
Total-1000 points	**100%**	

COURSE GRADE DESCRIPTORS

Course Final Grade	Tentative Scores	Grade Descriptors

A+, A, A-	100-80%	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-	79-70%	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-	69-60%	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-	59-50%	Student has demonstrated limited grasp of strategic HR concepts, as evidenced by barely satisfactory performance in analysis and synthesis of student work.
F	<50%	Student has demonstrated very limited grasp of strategic HR concepts, as evidenced by poor performance in analysis and synthesis of student work.

RECOMMENDED TEXTBOOKS

Mello, J. A. (2011). *Strategic Human Resource Management*. Stamford, CT: Cengage Learning.

Ismail, S., Malone, M.S. & van Geest, Y. (2014). *Exponential organizations.* New York, NY: Diversion Books.

Pease, G., Byerly, B. & Fitz-enz, J. (2012) *Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset*, Hoboken, NJ: John Wiley & Sons.

FINAL EXAM (50%)

The final exam is in an open-book format, but it has to be your own 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 and venue.

TEAM-BASED ASSESSMENT (35%)

At the beginning of the semester, you will be randomly assigned to a team. 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 (200 points) together. You and your teammates need to identify a real company, provide an in-depth analysis about the company in the team paper, and propose an 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.

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 (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 (15%)

In the team paper, you need to thoroughly analyze how the company creates value and then identify one area or several *related* areas for potential improvement. You are expected to do intensive research from multiple credible sources, such as official websites, annual reports, book chapters and journal papers, to support your arguments. 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 the deadline. **The team paper dues at the beginning of the class right after the reading week.**

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

Team Presentation (20%)

In the team presentation, you are expected to design and sell an original change initiative to the company you identified. Examples include but not limited to: shift to a different interface, redesign the work, adopt a new technology, innovate the organizational process, etc. You are expected to (a) describe the idea and its implementation in great details, (b) convince your audience that this idea will bring actual benefits to the company both financially and non-financially, and (c) talk about who will be involved, what will be expected from them, how will they be motivated and made ready for the post.

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. I will grade the idea (e.g., if it is creative, feasible and valuable) and the delivery (e.g., if the slides and the oral explanation are effective). **For grading purposes, you need to submit both PowerPoint slides and written scripts to Moodle before the specified deadline.** In addition to my grading, your classmates will vote if they are willing to invest their hard earned money to your initiative and rate your individual presentation styles. I will compile all the ratings to assign a team grade to your team and an individual grade to you (your teammate will not know your individual grade by the way). Even if you are not presenting, you are expected to come to learn, to judge, and to ask questions.

The team presentation is expected to be an "elevator pitch" to sell the idea to your audience. The team presentation is more about holding the attention of your audience by communicating your idea in a compelling way. You are encouraged to use innovative delivery for the presentation and it does not have to be a conventional business formal presentation. **Team presentations take place at the end of the semester during class time and the order of presentation is determined by a lucky draw.**

INDIVIDUAL-BASED ASSESSMENT (15%)

Individual-based assessment includes class participation (50 points) and HR simulation (100 points).

Class Participation (50 points)

Class participation will be managed by an internet-based platform called Polleverywhere. It not only checks your attendance but also better engages you to the classroom learning. We will have a lot of questions, cases, and videos that need your input. All Polleverywhere questions have no right or wrong answers, so as long as your vote was recorded by the system, you will earn the score of the day. Each session is 5 points. Your registration must be correct so that I can identify who you are and link your vote to the Moodle gradebook. You will receive a zero if your registration is wrong or you forgot to log in. The score in this class participation category will be completely objective.

How to Register Polleverywhere
1. Go to our class url https://www.polleverywhere.com/register?p=49rie-1rk4&u=oB3AbCN4 and register a new account with your HKU email address (or another email you use more often).
2. Then log into your account and click "Setting" - "Voter Registration".
3. Here it should show a registration for hhzhao@hku.hk, then click on "Details" next to it.
4. Enter your **student ID number** under "How should Helen Zhao or HKUmanagement identify you". Double check to make sure it's correct.
4 is the most important – this is the only key that links your responses to your class grade

If you do not see yourself associated with me or HKU Management, click the "Register as a voter" and type in hhzhao@hku.hk and follow the step 2 to 4.

How to Vote via Polleverywhere
1. In your laptop or smartphone, open www.PollEv.com/hkumanagement
2. Log in with the correctly registered account.
3. If a poll is open, you should be able to see it here. If there is nothing, it means that I haven't activated the poll yet.
Please note that the url you used to register and to vote are different

Polls in 11 sessions will be counted, and if you are able to attend 10 out of the 11 sessions, you will be able to receive 100% in class participation. You will be exempted if you have documented illness or official university absence, but you must let me know before the session. Otherwise, you won't be exempted. Personal reasons to skip a class, such as job interviews, seminars, meetings, or family issues will not be exempted.

HR Simulation (100 points)
In these simulation sessions, your primary learning method is not me lecturing to the class. You will play a 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 that its employees scored very bad in almost all indicators, including performance, motivation, turnover and absenteeism. Your job is to turn it around by making four 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. 40% of the simulation grade will be determined by how well your company performs at the end of the game; 30% will be determined by two open book quizzes that test how much you understand and how much you learnt from the simulation; 30% will be determined by a couple of in-class assignments that facilitate your learning.

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 to pay for your individual license. I tried my best to negotiate with the provider to get a group discount for us, and used the teaching grant as much as I could. You still have to cover a part of the expense by yourself.

CLASS EXPECTATIONS
1. I expect all of you to attend all sessions whenever you could and actively engage in the classroom learning. No side talks (please!) Chatting with your classmates not only interferes with the lectures, but also shows no respect to the class. There will be no punishments if you don't want to follow this expectation, but it's my sincere hope that you can understand why it's important.

2. I also expect all of you to bring a laptop or a smartphone that can connect to the internet, because we will have activities that require internet connections from time to time.

3. Please be aware that any announcements that impact the class schedule or assessments will be sent to your university email address. Please be sure to check that email account on a regular basis. Please feel free to email me with questions or concerns about the course and/or any assignments. I will endeavor to reply to you within 24 hours. If not, please send me a reminder because I will never ignore student emails on purpose.

4. 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. Academic dishonesty includes, but is not limited to, claiming your initiative as original but in fact it was developed by other people already (your team might receive a zero for the team presentation), asking a third party's help during final exam (you and the "helper" will receive a zero for final exam), asking your classmate to vote for you via Polleverywhere (both you and the "helper" will receive a zero for class participation), receiving and providing help on individual-based assignments (both you and the "helper" will receive a zero for the corresponding category), etc. **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)

Session #	*Topics, assignments, & exams*
1 Sep 7 Wed	Course Intro & SCALE framework
2 Sep 14 Wed	IDEAS framework
3 Sep 21 Wed	Alignment
4 Sep 28 Wed	Simulation (tentative)
5 Oct 5 Wed	HR Intervention
6 Oct 12 Wed	HR Intervention
Oct 19 Wed	**No Class – Read & Travel**
7 Oct 26 Wed	Planning and Forecasting
8 Nov 2 Wed	Data and Measurement
9 Nov 9 Wed	Analysis and Inference
10 Nov 16 Wed	Simulation (tentative)
11 Nov 23 Wed	**Team Presentation 1**
12 Nov 30 Wed	**Team Presentation 2**