

**The University of Hong Kong
Faculty of Business and Economics**

**School of Business
MGMT3434 A & B
Human Resource: Theory and Practice
2016-2017**

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Consultation Times: To be Announced

Pre-requisite: BUSI1007/MGMT2401 Principles of Management

Course Description

This course introduces the basic topics of human resource management. It provides the students with an understanding of what the job of a human resource manager involves. In addition to covering the basic theoretical concepts, the course also allows the students to have some hands-on practice as a human resource manager.

Course Objectives

1. Cover the basic concepts of human resource management
2. Provide the students with the capability to apply theoretical knowledge in simulated and real-life settings
3. Develop the students' ability to work in teams

Course Learning Outcomes

By the end of the course, students should be able to:

- CLO1a. Identify the difference between Personnel and HR management
- CLO1b. Understand the major functional areas within HRM
- CLO1c. Articulate the importance of a strategic HR perspective
- CLO2a. Identify some of the key skills required for the current HRM practice
- CLO2b. Explain how HR initiatives can add value to the bottom line
- CLO2c. Demonstrate critical thinking when presented with HR issues
- CLO2d/3a. Design an organizational study to analyze current HR practice
- CLO3b. Prepare and present structured reports

Alignment of Program and Course Learning Outcomes

Program Learning Outcomes	Course Learning Outcomes (CLO)
Acquisition and internalization of knowledge of major business disciplines	1a, 1b, 1c, 2a, 2b

Application and integration of knowledge	1c, 2b, 2c, 2d/3a, 3b
Inculcating professionalism and leadership	1b,2b,2d/3a
Developing global outlook	2a,2b,2c
Mastering communication skills	2c, 2d/3a, 3b

Course Teaching and Learning Activities

Course Teaching and Learning Activities	Expected Hours	Study Load (% of Study)
<i>Lectures:</i> Interactive lectures on major concepts and issues are conducted. Students are invited to share their views and experiences in applying the concepts.	24	18
<i>In-class discussions:</i> Discussion questions will be provided to encourage individual students or groups to participate in discussions and share their views.	12	10
<i>Individual Assignments:</i> Students are to complete in-class assignments and an end-of-term test.	48	36
<i>Group Presentations and Projects:</i> Students are divided into groups and are required to meet outside the class, discuss and analyze assigned readings/cases, undertake research projects, conduct oral presentations, and submit written reports.	48	36
Total	132	100%

Class format is a combination of short lectures, seminars and discussions. As the name of the course implies, theories and concepts will be applied through practice in various ways, including case studies, discussions, exercises and activities. Students are expected to actively participate in all class discussions and activities.

Assessment

Assessment Methods	Weight (%)	Aligned Course Learning Outcomes (CLO)
Class Participation	20	1a,1b,1c,2a.2b.2c
Individual Assignments & End-of-term Test	30	1a,1b,1c,2a.2b.2c,3b
Group Assignments & Projects	50	1a,1b,1c,2a.2b.2c,2d,3a,3b
Total	100	

Standards of Assessment

1. Class Participation (20%)

Class attendance and individual sharing in class will be considered in assigning points for individual participation.

Grading Criteria

Grade	Description
A+, A, A-	Extremely well prepared for class discussion, active in sharing views, and attended at least

	90% of classes
B+, B, B-	Partially prepared for class discussion, quite active in sharing views, and attended at least 80% of classes
C+, C, C-	Not well prepared for class discussion, limited active in sharing views, and attended at least 70% of classes
D+, D	Not well prepared for class discussion, no sharing of views, and attended at least 60% of classes
F	Never prepared for class discussion, no sharing of views, and attend less than 50% of classes

2. Individual Assignments and End-of-term Test (30%)

The student will be given in-class assignments and an end-of-term test. The end-of-term test will be cumulative and closed-book. The test will be used to assess students'

- (a) understanding of key HR principles, and
- (b) application of the learned knowledge and theories.

The test consists of multiple choice questions. Students should choose one best answer for each question and mark the chosen answer clearly on the answer sheet provided. Each correct answer will be awarded one point. Each incorrect or missing answer will have zero point.

Grading Criteria for End-of-term Test

CLO	CLO 2, CLO 3
A+, A, A-	90-100% of the responses are accurately and clearly marked.
B+, B, B-	80-89% of the responses are accurately and clearly marked.
C+, C, C-	70-79% of the responses are accurately and clearly marked.
D+, D	60-69% of the responses are accurately and clearly marked.
F	Less than 60% Fail of the responses are accurately and clearly marked.

3. Group Presentations / Projects (50%)

Students are divided into groups and are required to lead class discussions on assigned cases and readings (details to be given in class). The group presentation will be evaluated based on five criteria (i.e., presentation style, content coverage, articulation on critical issues, use of concepts discussed in class, quality of interaction at the Q&A session). In determining the grade, input from other groups' evaluation and their questions will also be considered.

Grading Criteria for Group Presentation

Grade	Description
A+, A, A-	Professional presentation style, comprehensive content coverage, well-articulated on critical issues, effective use of HR concepts, and quality interaction with audience.
B+, B, B-	Decent presentation style, appropriate content coverage, clear discussion of critical issues, moderately effective use of HR concepts, and acceptable interaction with audience.
C+, C, C-	Mediocre presentation style, limited content coverage, marginally acceptable discussion of critical issues, infrequent use of HR concepts, and limited interaction with audience.
D+, D	Weak presentation style, key content omitted, unclear focus on critical issues, very limited use of HR concepts, and poor interaction with audience.
F	Unacceptable presentation style, questionable content coverage, omitting critical issues, zero use of HR concepts, and no interaction with audience.

Each group will also be required to undertake a real-life HR-project (details to be given in class). This is designed to assess students' (1) analytical skill to identify critical issues and problems, (2) application of relevant HR concepts and theories to analyze the situations and formulate creative and feasible solutions relevant to contexts, and (3) the effectiveness of written communication and working in a team. The following grading criteria are applied in assessing the written report:

Grading Criteria for Group Project

Grade	Description
A+, A, A-	All key HR issues are identified, insightful and detailed analyses, sufficient supports with relevant data/facts, effective application of HR concepts and theories, well thought-out and feasible recommendations, and excellent writing.
B+, B, B-	Most of the key HR issues are identified, generally insightful and detailed analyses, appropriate use of relevant data/facts, acceptable application of HR concepts and theories, generally logical and feasible recommendations, and decent writing.
C+, C, C-	A few key HR issues are identified, somewhat insightful and detailed analyses, insufficient use of relevant data/facts, limited application of HR concepts and theories, mediocre and infeasible recommendations, and marginally acceptable writing.
D+, D	Less important HR issues are identified, analyses lack a clear focus and consistency, limited use of relevant data/facts, little application of HR concepts and theories, recommendations not well-thought out and not practical, and poor writing.
F	Key HR issues are entirely overlooked, poor analyses with no consistency in logics, absence of relevant data/facts, no application of HR concepts and theories, poor recommendations, and unacceptable writing.

Course Final Grade

Individual students' final grade for the course will be assigned according to the accumulative score that s/he has obtained from all of the assessment criteria above. That is,

Course Final Grade = Class Participation (20%) + Individual Assignments & End-of-term Test (30%) + Group Assignments & Projects (50%)

Peer Evaluation for Group Work

In normal cases, each individual group member receives the same total score for his/her group work. However, in some cases, individual group members' scores will be adjusted depending on their efforts and contribution to the group work. At the end of the semester, each student will be asked to submit a self- and peer-evaluation form.

Late Assignment Policy

All assignments are required to be submitted on or before the specified due date and time. No late assignments will be accepted.

Means/Processes for Student Feedback on Course

The SETL questionnaire is one of the ways HKU courses and teaching are evaluated. HKU places significant importance on student learning and on the continuous enhancement of teaching and learning outcomes. Students are asked to complete this evaluation of their learning experiences at the conclusion of each course in which they enroll. Questionnaire items relate to the overall evaluation of the course as well as an evaluation of teaching.

Course Policy and Academic Dishonesty

No late submission of any course work will be accepted. The university regulations on academic dishonesty will be strictly enforced! Please check the University Statement on plagiarism on the web: <http://www.hku.hk/plagiarism/>

Course Content and Tentative Class Schedule*

Week	Topic(s) ²
1	The Strategic Role of HRM
2	Job Analysis
3	The Legal Environment in HK
4	HR Planning and Recruitment
5	Employee Testing and Selection
6	Interviewing
7	Training and Development
8	Performance Management and Appraisal
9	Career Development
10	Compensation and Benefits
11	Project Presentation
12	Wrap-up

*for reference only – subject to number of weeks in the semester