

THE UNIVERSITY OF HONG KONG SCHOOL OF BUSINESS

Module 7 2008/2009 Master of Business Administration

PMBA6008 Strategic Human Resource Management

Instructor: Dr. Xiaohua (Tracy) Zhou
Email: tzhou@business.hku.hk
Phone: 2241-5666

A. General Course Description

This course introduces many aspects of human resource management from a strategic business perspective. It examines how to manage human resources effectively in the dynamic legal, social, and economic environment currently constraining organizations. There are many business trends that will influence the future of organizations. HRM must play a key role during those times of transition; students will learn to link successful tools and strategies to fulfilling that role. This course will address ways in which HRM can provide services that help the organization meet business objectives. It is suitable for executives who have to manage people as a substantial part of their work and human resource managers who have to participate in the top management team to design and implement corporate strategies.

Conceptually, this course builds on the theories of human behavior covered in the course on Human Behavior in Organizations. Case studies developed in HK and China and the work experience of the participants will be utilized extensively for teaching purposes.

B. Learning Objectives

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

1. Appreciate the importance of aligning human resource management policies with the broader context of organization
2. Understand the value of an internally complementary and consistent human resource management system
3. Understand how to design and manage major human resource management functional areas using the scorecard approach to support organization strategies and goals
4. Appreciate the impact of the social and international business context on human resource management practices
5. Identify some of the key skills required for the contemporary Strategic Human Resource Management practices
6. Express their views and opinions on Strategic Human Resource Management issues in an articulate way

C. Alignment of Program and Course Outcomes

By taking this course, students can develop greater competence as individuals majoring in MBA and fulfill the general learning objectives of the HKU MBA program. For instance, students can acquire and internalize the business knowledge and skills in the human resource management area, especially from a strategic perspective. In addition, they will have plenty of opportunities to develop managerial leadership and global outlook, practice communication skills, and apply SHRM knowledge to solve business problems.

D. Course Contents:

<u>Session</u>	<u>Topics and activities</u>
#1 May 5 th Tue.	<ul style="list-style-type: none"> • Discussion: Introduction to the Module • Discussion: Strategic issues and background; Ch. 1 & 2 • Reading: Producing sustainable competitive advantage through the effective management of people.
#2 May 7 th Thu.	<ul style="list-style-type: none"> • Discussion: Consistent HR practices; Ch. 3 • Discussion: How could HRM influence organizational culture • Reading: Strategic human resource management: Linking the people with the strategic needs of business. • Case Study: Shangri-la hotels and resorts – Achieving service leadership
#3 May 12 th Tue.	<ul style="list-style-type: none"> • Discussion: Performance management at the corporate level; <i>Dessler Ch. 3</i> • Reading: Aligning service strategy through super-measure management • Video: Balanced scorecard: managing future performance • Mini case: The hotel Paris international
#4 May 14 th Thu.	<ul style="list-style-type: none"> • Discussion: Performance management at the individual level – the Performance Appraisal; Ch. 10 • Reading: Strategic performance appraisal in team-based organizations: One size does not fit all • Video: Managing performance/Performance appraisals
#5 May 19 th Tue.	<ul style="list-style-type: none"> • Discussion: Design of payment system I; Ch. 11 & 12 • Reading: Reward good performance • Mini case: The northeast health center

#6 May 21 st Thu.	<ul style="list-style-type: none"> • Discussion: Design of payment system II; <i>Dessler Ch.11</i> • Reading: Why incentive plans cannot work • Case Study: Civil service pay in Hong Kong: Policies, systems, structure and reform
#7 May 26 th Tue.	<ul style="list-style-type: none"> • Discussion: Training and career development; Ch. 15 & 16 • Reading: Designing management training and development for competitive advantage: Lessons from the best • Video: Localizing Leadership
#8 May 29 th Fri.	<ul style="list-style-type: none"> • Discussion: The human resource architecture, recruitment and selection; Ch. 14 • Video: Recruiting and Retaining Employees/Senior Managers • Case Study: ASIMCO: Developing human capital in China • Group presentation
#9 June 2 nd Tue.	<ul style="list-style-type: none"> • Discussion: HR environment and industrial relations; Ch. 5 & 6 • Case Study: From consultation to partnership: The case of HAECO's works consultative committee • Group presentation
#10 June 4 th Thu.	<ul style="list-style-type: none"> • Discussion: Cross cultural aspects of management; <i>Dessler Ch. 17</i> • Reading: Adapting to a boundaryless world: A developmental expatriate model • Group presentation • Case Study: International sourcing in athletic footwear: NIKE and REEBOK

E. Preparation for Class

Readings and cases for the entire course will be delivered in package on the first day of class. The teaching slides will be posted on the course website prior to class and you need to download, print, and bring them to class. I strongly suggest that you read the assigned chapters, readings and cases prior to class. The classwork grade assigned by me shall depend upon both attendance and participation (quantity and quality).


For each assigned supplementary reading, please prepare reading notes that highlighting the main points and lessons learned from the reading, as well as discussing the implications for management. **Groups will take turns to be responsible for leading the class discussion** (e.g., preparing a set of discussion questions to stimulate class discussion) and this will also account for part of your classwork grade.

For each case, please make written notes (prior to coming to class) covering the following points: (1) How/why did the current problem(s) develop, and (2) What alternative solution(s) to the problem(s) would you recommend? Please note that there is no one "correct answer" to any given case; most cases can be analyzed from several different perspectives, and the "correct answer" usually depends upon the assumptions that are made. For this reason, you should be careful to note any key assumptions that you make in your analysis; in fact, I recommend that you include these as point (3) in your analyses. (The cases are meant to illustrate course materials; thus, I also very strongly recommend that you tie your analyses into class readings and lecture as much as possible).

F. Course Text:

- Strategic Human Resources: Frameworks for general Managers by James N. Baron & David M. Kreps; 1999; John Wiley & Sons, Inc.
- Human Resource Management: An Asian Perspective by Gary Dessler & Tan Chwee Huat; 2006; Prentice Hall. (*optional*)

G. Assessment:

Learning outcome	Teaching & learning activity	Assessment
ILO 1, 2, & 4	<ul style="list-style-type: none"> - Lectures - In-class activities - Group reading analysis - Group presentation 	<div style="display: flex; align-items: center; justify-content: center;">  <ul style="list-style-type: none"> Group Case analyses 30% Group Presentation 20% In-class Activities 15% * (Class Participation) Individual Case Study 35% <p>(see below for more detailed descriptions of these components)</p> </div>
ILO 3	<ul style="list-style-type: none"> - Lectures - Group/Individual case study - Group presentation - In-class activities 	
ILO 5	<ul style="list-style-type: none"> - Group/Individual case study - Group presentation - In-class activities 	
ILO 6	<ul style="list-style-type: none"> - Group/Individual case study - Group presentation - In-class activities 	

*Please note that class participation points are *at the discretion* of the instructor and are not subject to debate, bargaining or appeal.

Students should form groups of 4-5 persons to carry out case studies and project work. They will also conduct discussions and respond to questions in class. **TO FACILITATE CLASS DISCUSSION STUDENT GROUP SHOULD SIT IN THE SAME CLUSTER IN THE LECTURE ROOM.**

1. You are expected to read all cases before class. However, you are required to hand in written analysis of the following 2 cases (30% of the total evaluation). The analysis **MUST** be handed in **ON** or **BEFORE** the day of the class discussion.
 - ASIMCO: Developing Human Capital in China
 - From Consultation to Partnership: The Case of HAECO's Works Consultative Committee

2. You should make a presentation (not more than 20 minutes) to share a significant personal experience in HR practices (such as one and /or a combination of the following) and then conduct 5 - 10 minutes of discussion (I and other students in the audience are likely to have questions for you) (20% of total evaluation):
 - Human resource Management function
 - HR Staffing (Recruitment & Selection)
 - Performance Management System
 - Pay and Benefits
 - Training and Development
 - Legal Aspects of HRM
 - Industrial/staff relations
 - Cross-cultural Management (International HRM)

In your presentation, you should include:

- A description of the key aspects of the HR practice
 - The rationale of the HR practice
 - Actual impact of the practice on employee behaviors
 - Analysis and suggestions for change (if any) in the light of concepts discussed in the HBO and SHRM modules (e.g., does the practice help or hinder the organization to meet its strategic objectives and does it engender or prevent the desired behavior among employees.)
3. Experiential case study (35% of total evaluation)

Based on **YOUR OWN** work experience; prepare a case study in the form of either a success or a failure story on one topic we have covered in the HBO and SHRM modules. You need to include (a) a description of the management objectives and

policies & rules underlying the HRM/management practices and (b) a description of the attitudinal and behavioral consequences of the HRM/management practices, and (c) implications for HRM/management practices in general in the light of the theories and concepts discussed in class.

In addition to the subject matter, the case study should provide the following information:

- i) The external business environment of the organization and the industry
- ii) The organizational structure, history, and culture
- iii) Personal characteristics of key actors in the case
- iv) Other basic information of the organization such as size, reputation, annual turnover, major events, etc..

This case study should also have an **ANALYSIS SECTION** that identifies the key factors for success or failure, analyzes these events using management concepts and theories covered in this course.

You need to attach an annotated web-library of no less than 10 links which are useful references for HRM/management, particularly if they are relevant to your case study.

I expect the length of this case study to be about 6-8 pages long. You should hand in a **HARD COPY** of your case study by July 9th. In addition, you should email me a file copy of the case study. ***The file name MUST be in the following format: HKU student number_first name_last name (e.g., HKU2006123456_tracy_zhou).***

Strategic Human Resource Management

Summer 2008

Student/Group Information Sheet

GROUP HR NAME _____

	Member Name	Email Address	Phone
1			
2			
3			
4			
5			