COURSE DESCRIPTION
Strategic human resource management is the intersection of people practices and firm performance/strategies. We view it as a business process that harness the potential of human capital – it involves understanding the business model of a firm, designing interventions that match with the strategy of the firm, collecting and analyzing HR data to gain business insights, and learning to use software to analyze human capital investment, etc. In this course, we will learn this process through theoretical frameworks, examples and cases, multiple 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 be able to analyze HR data and gain business insights from them, make human resource 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 LEARNING 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)
<table>
<thead>
<tr>
<th></th>
<th>Points</th>
<th>Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Final Test</td>
<td>200 points~33%</td>
<td>CLO1; CLO2; CLO3; CLO4</td>
</tr>
<tr>
<td>Team Paper</td>
<td>125 points~21%</td>
<td>CLO1; CLO2; CLO4</td>
</tr>
<tr>
<td>Team Presentation</td>
<td>125 points~21%</td>
<td>CLO1; CLO2; CLO5</td>
</tr>
<tr>
<td>HR Simulation</td>
<td>100 points~17%</td>
<td>CLO1; CLO2; CLO3</td>
</tr>
<tr>
<td>Class Participation</td>
<td>50 points~8%</td>
<td>CLO1; CLO2</td>
</tr>
<tr>
<td>Total-1000 points</td>
<td>600 points~100%</td>
<td></td>
</tr>
</tbody>
</table>

COURSE GRADE DESCRIPTORS
<table>
<thead>
<tr>
<th>Course Final Grade</th>
<th>Tentative Scores</th>
<th>Grade Descriptors</th>
</tr>
</thead>
</table>
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 BOOKS

FINAL TEST (200 points)
The final test is in an open-book and open-internet format, but it has to be your independent work. In order to do well in the final exam, it is important to attend the lecture and complete class exercises. 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
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 (125 points) and a team presentation (125 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 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. Please do not assume any prior knowledge in your team presentation. 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 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 (125 points)
In the team paper, you need to analyze business strategy and value creation of the company. You are recommended but not required to use frameworks we covered in class. The goal is to gain an in-depth understanding of the company from a strategic perspective. 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. Your team paper should be able to inform your team presentation, but these two will be graded independently. The team paper dues on Oct 4 (Wed) 23:55 pm and there will be no class on this day.

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. The deadline of draft reading is Sep 27 23:55pm. Please note that I will not read late and incomplete drafts.

Team Presentation (125 points)
In the team presentation, you are expected to design and sell an original HR initiative to the company you identified. HR initiative is a very broad concept. As long as your initiative involves financial or non-financial investment on people, it qualifies the definition of “HR initiative”. It does not have to be a change in formal HR policies (e.g., changing recruitment or compensation strategies), although those are counted as HR initiative as well. Examples include but not limited to: shift to a different interface, redesign the work, adopt a new technology, organizing an employee campaign, innovate the organizational process, etc. You are expected to (a) describe the idea and its implementation in great details (e.g., the new work roles in this HR initiative, what will be expected from people who fulfill these work roles, how they are motivated and made ready for the roles), (b) convince your audience that this idea will bring actual benefits to the company both financially and non-financially using the human capital analytic frameworks we cover in class. Team presentations take place at the end of the semester during class time for 20-25 minutes 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 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 PowerPoint slides to Moodle before a specified deadline. In addition to my grading, your classmates will vote if they approve your initiative as value-driven CEO 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.

INDIVIDUAL-BASED ASSESSMENT
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 answer 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 answer 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” - “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 HKU management 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 with a presenter” 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***

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)
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, 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. 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 need 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 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 HR simulation (both you and the “helper” will receive a zero for the simulation), 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)**

<table>
<thead>
<tr>
<th>Session #</th>
<th>Topics, assignments, &amp; exams</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Sep 6 Wed</td>
<td>Course Intro + Strategy</td>
</tr>
<tr>
<td>2 Sep 13 Wed</td>
<td>Strategy + <strong>Team Assignment</strong></td>
</tr>
<tr>
<td>3 Sep 20 Wed</td>
<td>Strategic HR</td>
</tr>
<tr>
<td>4 Sep 27 Wed</td>
<td>Strategic HR <strong>Team Paper Draft Due</strong></td>
</tr>
<tr>
<td>Oct 4 Wed</td>
<td><strong>No Class</strong> Team Paper Due</td>
</tr>
<tr>
<td>5 Oct 11 Wed</td>
<td>Human Capital Analytics</td>
</tr>
<tr>
<td>Oct 18 Wed</td>
<td><strong>No Class</strong></td>
</tr>
<tr>
<td>6 Oct 25 Wed</td>
<td>Human Capital Analytics</td>
</tr>
<tr>
<td>7 Nov 1 Wed</td>
<td>Human Capital Analytics</td>
</tr>
<tr>
<td>8 Nov 8 Wed</td>
<td>Human Capital Analytics</td>
</tr>
<tr>
<td>9 Nov 15 Wed</td>
<td>Human Capital Analytics</td>
</tr>
<tr>
<td>10 Nov 22 Wed</td>
<td><strong>Team Presentation 1</strong></td>
</tr>
<tr>
<td>11 Nov 29 Wed</td>
<td><strong>Team Presentation 2 + Final Exam Review</strong></td>
</tr>
</tbody>
</table>