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)
Points Alignment
Final Test 500 points~50% CLO1; CLO2; CLO3; CLO4
Team Paper 150 points~15% CLO1; CLO2; CLO4
Team Presentation 150 points~15% CLO1; CLO2; CLO5
HR Simulation 100 points~10% CLO1; CLO2; CLO3
Class Participation 100 points~10% CLO1; CLO2
Total-1000 points 1000 points~100%

COURSE GRADE DESCRIPTORS (tentative)
Course Final Grade Tentative Scores Grade Descriptors
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 (500 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 (150 points) and a team presentation (150 points) together. You and your teammates need to identify a real company (can be either a traditional firm or a new business entity), 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 (150 points)**

In the team paper, you need to analyze a chosen company’s HR strategies. 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. However, please do not put together everything you know about the company without a central message in mind.

Please view this as preparation work for your team presentation at the end of the semester, but these two assignments will be graded independently. 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 4 pages in text and follows a specific set of formatting requirements. Grading rubric will be made available to you before you submit.

*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 one week before the team paper deadline. Please note that I will not read late and incomplete drafts.*

**Team Presentation (150 points)**

In the team presentation, you are expected to design and sell an original HR initiative about its people to the company you identified. You don’t have to limit yourself to traditional HR topics such as recruitment and training—it qualifies the definition of HR initiative as long as it has people implications. You are expected to (a) talk about why, describe the idea and its implementation in great details, and (b) convince your audience that this idea will bring value to the company. **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 only grade items shown in the rubric. In addition to my grading, your classmates will vote about your presentation. I will consult their ratings and assign a team grade to your team. 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 (100 points)**

Attendance (50 points) 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. All sessions after the add/drop period count as class credit. 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. 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.

Class contribution (50 points) is to assess your performance during the class. We have a lot of interactive opportunities in this class and you can ask questions, answer questions, make comments, or contribute to group discussion, etc.

**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. I have covered most of the expense with my teaching grant, and this 150 HKD is only a small part of the actual cost of this license.

**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)
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<thead>
<tr>
<th>Session #</th>
<th>Topics, assignments, &amp; exams</th>
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<tr>
<td>1</td>
<td>Course Intro + Fundamentals of SHRM</td>
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<tr>
<td>2</td>
<td>Strategy in the New Business Context + <strong>Team Assignment</strong></td>
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<td>3</td>
<td>HRM in the New Business Context</td>
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<td>4</td>
<td>Human Capital Analytics + <strong>Team paper Briefing</strong></td>
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<td><strong>No Class</strong></td>
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<tr>
<td>5</td>
<td>Human Capital Analytics <strong>Team Paper Draft Due</strong></td>
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<td><strong>No Class</strong> <strong>Team Paper Due</strong></td>
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<td>6</td>
<td>Human Capital Analytics + <strong>Team Presentation Briefing</strong></td>
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<td>10</td>
<td><strong>Team Presentation 1</strong> + Final Exam Review</td>
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