

<b>Subject Code</b>	MM5231
<b>Subject Title</b>	Strategic Human Resource Management
<b>Credit Value</b>	3
<b>Level</b>	5
<b>Normal Duration</b>	1-semester
<b>Pre-requisite/ Co-requisite/ Exclusion</b>	Organizations and People (MM511) or Organization and Management (MM5112)  <u>For MBA</u> MM5133 Organizational Behavior and Leadership
<b>Objectives</b>	This subject contributes to the achievement of the outcomes by enabling students to: <u>think critically and creatively</u> in handling people problems; develop leadership skills in managing people in organization; and take a <u>global outlook</u> in leading organizations.  This subject contributes to the achievement of the MSc HRM Programme Outcome 1b (Recognize the role of technology in the practice of people management) and 2 (Use HRM theories and models to align HRM processes with organizational goals).
<b>Intended Learning Outcomes</b>	Upon completion of the subject, students will be able to: a. discuss the role of human resource (HR) management in strategic management; b. formulate and implement human resource management strategy; c. diagnose the challenges of human resource management in organizations from both local and global perspectives; and d. explain the nature of entrepreneurship of HR professionals, technology-driven innovation about a firm's decision on HR management
<b>Subject Synopsis/ Indicative Syllabus</b>	<b><u>The Context of Strategic Human Resource Management</u></b>  An Investment Perspective of Human Resource Management The External and Global Environments of Human Resource Management Social Responsibility and Human Resource Management The Evolving and Strategic Role of Human Resource Management Strategic Workforce Planning and Job Analysis Design and Redesign of Work Systems  <b><u>Implementation of Strategic Human Resource Management</u></b>  Talent Recruitment and Selection Training and Development Performance Management and Feedback Compensation and Benefits Staff Relations and Engagement Occupational Safety and Health Employee Separation and Retention Management Global Human Resource Management Organization Learning and Development Human Resource Measurement and Audit Big Data and Strategic Human Resource Decisions
<b>Teaching/Learning Methodology</b>	This subject is designed according to the principles of action learning. Students will master the concepts of strategic human resource management through a series of experiential exercises and case studies. Students are expected to participate actively in

	class discussion.							
<b>Assessment Methods in Alignment with Intended Learning Outcomes</b>	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a.	b.	c.	d.		
	Continuous Assessment	50%	✓	✓	✓	✓		
	Final Examination	50%	✓	✓	✓	✓		
	Total	100%						
<p><i>*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.</i></p> <p>To reflect the significant technology content in this subject, 10% (or more) of the overall weighting of this subject is based on individual assessment concerning technology-related knowledge.</p> <p>To pass this subject, students are required to obtain Grade D or above in the overall subject grade.</p> <p><b>Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:</b></p> <p>Students are required to apply strategic human resource management concepts to improve organizational effectiveness in the real world. They have to think critically and creatively for the challenges facing the organizations and apply strategic human resource management concepts to justify their proposed recommendations. They have to complete both individual and group assignments as continuous assessment.</p> <p>They have to submit a written report and make a presentation to the class for discussion. They are required to demonstrate their ability to think critically and creatively, use leadership skills and take a global perspective in solving organizational problems in the real world.</p>								
<b>Student Study Effort Expected</b>	Class contact:							
	▪ Lectures							39 Hrs.
	Other student study effort:							
	▪ Self-study							81 Hrs.
	Total student study effort							120 Hrs.

## Reading List and References

### Recommended Textbook

Mello, J.A. (2015). *Strategic Human Resource Management* ( 4<sup>th</sup> edition). Mason, OH: Cengage Learning.

### Reference: Supplemental Selected Books

Bailey, C., Mankin D., Kelliher, C., and Garavan, T. (2018). *Strategic Human Resource Management* (2<sup>nd</sup> edition). New York: Oxford University Press.

Bamberger, P., Biron, M. and Meshoulam, I. (2014). *Human Resource Strategy: Formulation, Implementation, and Impact*, 2<sup>nd</sup> Edition, Routledge, New York, NY.

Cascio, W.F. and Boudreau, J.W. (2012). *Short Introduction to Strategic Human Resource Management*. Cambridge: Cambridge University Press,.

### Reference: Supplemental Selected Articles

Banks, G., Pollack, J., Bochantin, J., Kirkman, B., Whelpley, C., & O'Boyle, E. (2016). Management's science—practice gap: A grand challenge for all stakeholders. *Academy of Management Journal*, 39(6), 2205-2231.

Cascio, W. F. (2015). Strategic HRM: Too Important for an Insular Approach. *Human Resource Management*, 54, 423-428.

Chadwick, C., Super, J. F., & Kwon, K. (2015). Resource orchestration in practice: CEO emphasis on SHRM, commitment-based HR systems, and firm performance. *Strategic Management Journal*, 36(3), 360-376.

Jackson, S.E., Schuler, R.S. and Jiang, K. (2014). An Aspirational Framework for Strategic Human Resource Management. *The Academy of Management Annals*, 8, 1-56.

Kaufman, B.E. (2015). Evolution of Strategic HRM as Seen through Two Founding Books: A 30<sup>th</sup> Anniversary Perspective on Development of the Field. *Human Resource Management*, 54, 389-407.

Mitchell, R., Obeidat, S. and Bray, M. (2013). The Effect of Strategic Human Resource Management on Organizational Performance: The Mediating role of High-Performance Human Resource Practices. *Human Resource Management*, 52, 899-921.

Rauch, A., & Hatak, I. (2016). A meta-analysis of different HR-enhancing practices and performance of small and medium sized firms. *Journal of Business Venturing*, 31(5), 485-504.