<table>
<thead>
<tr>
<th>Subject Code</th>
<th>MM5231</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subject Title</td>
<td>Strategic Human Resource Management</td>
</tr>
<tr>
<td>Credit Value</td>
<td>3</td>
</tr>
<tr>
<td>Level</td>
<td>5</td>
</tr>
<tr>
<td>Normal Duration</td>
<td>1-semester</td>
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</table>

**Pre-requisite/Co-requisite/Exclusion**

- **Pre-requisite**: MM5133 Organizational Behaviour and Leadership

**Role and Purposes**

This subject contributes to the achievement of the MBA Outcomes by enabling students to: think critically and creatively (Outcome 1) in handling people problems; develop leadership skills (Outcome 3) in managing people in organization; and take a global outlook (Outcome 4) in leading organizations.

**Subject Learning Outcomes**

Upon completion of the subject, students will be able to:

- a. discuss the role of human resource management in strategic management;
- b. formulate and implement human resource management strategy; and
- c. diagnose the challenges of human resource management in organizations from both local and global perspectives.

**Subject Synopsis/Indicative Syllabus**

**The Context of Strategic Human Resource Management**

- 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

**Implementation of Strategic Human Resource Management**

- 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
- Big Data and Strategic Human Resource Decisions

**Teaching/Learning Methodology**

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.
### Assessment Methods in Alignment with Intended Learning Outcomes

<table>
<thead>
<tr>
<th>Specific assessment methods/tasks</th>
<th>% weighting</th>
<th>Intended subject learning outcomes to be assessed (Please tick as appropriate)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous Assessment</td>
<td>50%</td>
<td>✔ ✔ ✔</td>
</tr>
<tr>
<td>Final Examination</td>
<td>50%</td>
<td>✔ ✔ ✔</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

*Weighting of assessment methods/tasks in continuous assessment may be different, subject to each subject lecturer.

To pass this subject, students are required to obtain Grade D or above in both Continuous Assessment and Final Examination.

**Explanation of the appropriateness of the assessment methods in assessing the intended learning outcomes:**

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.

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 (Outcome 1), use leadership skills (Outcome 3) and take a global perspective (Outcome 4) in solving organizational problems in the real world.

### Student Study Effort Expected

<table>
<thead>
<tr>
<th>Class contact:</th>
<th>Other student study effort:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lectures</td>
<td>Self-study</td>
</tr>
<tr>
<td>39 Hrs.</td>
<td>81 Hrs.</td>
</tr>
</tbody>
</table>

Total student study effort

<p>| 120 Hrs. |</p>
<table>
<thead>
<tr>
<th>Reading List and References</th>
<th>Textbook</th>
</tr>
</thead>
</table>

**Reference: Required Articles**


**Reference: Supplemental Selected Books**


**Reference: Supplemental Selected Articles**


