

<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>	<b>Pre-requisite:</b> MM5133 Organizational Behaviour and Leadership
<b>Role and Purposes</b>	This subject contributes to the achievement of the MBA Outcomes by enabling students to: <u>think critically and creatively</u> (Outcome 1) in handling people problems; develop leadership skills (Outcome 3) in managing people in organization; and take a <u>global outlook</u> (Outcome 4) in leading organizations.
<b>Subject Learning Outcomes</b>	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.
<b>Subject Synopsis/ Indicative Syllabus</b>	<p><b><u>The Context of Strategic Human Resource Management</u></b></p> <p>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</p> <p><b><u>Implementation of Strategic Human Resource Management</u></b></p> <p>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</p>
<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.

Assessment Methods in Alignment with Intended Learning Outcomes	Specific assessment methods/tasks	% weighting	Intended subject learning outcomes to be assessed (Please tick as appropriate)					
			a.	b.	c.			
	Continuous Assessment	50%	✓	✓	✓			
	Final Examination	50%	✓	✓	✓			
Total	100%							

*\*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	Class contact:	
	▪ Lectures	39 Hrs.
	Other student study effort:	
	▪ Self-study	81 Hrs.
	Total student study effort	120 Hrs.

## Reading List and References

### Textbook

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

### Reference: Required 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.

Batt, R., & Colvin, A. J. (2011). An employment systems approach to turnover: Human resources practices, quits, dismissals, and performance. *Academy of Management Journal*, 54(4), 695-717.

Datta, D. K., Guthrie, J. P., & Wright, P. M. (2005). Human resource management and labor productivity: does industry matter? *Academy of Management Journal*, 48(1), 135-145.

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.

Kim, Y., & Ployhart, R. E. (2014). The effects of staffing and training on firm productivity and profit growth before, during, and after the Great Recession. *Journal of Applied Psychology*, 99(3), 361-389.

Kim, S., Wright, P. M., & Su, Z. (2010). Human resource management and firm performance in China: A critical review. *Asia Pacific Journal of Human Resources*, 48(1), 58-85.

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.

### Reference: Supplemental Selected Books

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 University Press, Cambridge.

Gratton, L. (1999). *Strategic Human Resource Management: Corporate Rhetoric and Human Reality*, Oxford University Press, Oxford.

Sparrow, P., Scullion, H. and Tarique, I. (eds.) 2014. *Short Introduction to Strategic Talent Management*, Cambridge University Press, Cambridge.

Storey, J., Wright, P.M. and Ulrich, D. (eds.) (2009). *The Routledge Companion to Strategic Human Resource Management*, Routledge, New York, NY.

Truss, C., Mankin, D. and Keliher, C. (2012). *Strategic Human Resource Management*, Oxford University Press, Oxford.

### Reference: Supplemental Selected Articles

Andersen, T.J. and Minbaeva, D. (2013). The Role of Human Resource Management in Strategy Making. *Human Resource Management*, 52, 809-827.

Bacharach, S., Bamberger, P. and Biron, M. (2010). Alcohol Consumption and Workplace Absenteeism: The Moderating Effect of Social Support. *Journal of Applied Psychology*, 95, 334-348.

Biron, M. and Bamberger, P. (2012). Job Hazards and Absenteeism: Taking Supervisor Support and Referent Group Norms into Account. *Journal of Applied Psychology*, 97, 901-912.

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.

Lepak, D.P., Taylor, M.S., Tekleab, A., Marrone, J.A. and Cohen, D.J. (2007). An Examination of the Use of High-Investment Human Resource Systems for Core and Support Employees. *Human Resource Management*, 46, 223-246.

Masterson, S.S., Lewis-McClear, K., Goldman, B.M. and Taylor, M.S. (2000). Integrating Justice and Social Exchange: The Differing Effects of Fair Procedures and Treatment on Work Relationships. *Academy of Management Journal*, 43, 738-749.

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.

Nahum-Shani, I. and Bamberger, P. (2011). Work Hours and Supportive Relations Among Older Adults: The Conditioning Effect of Retirement. *Journal of Organizational Behavior*, 32, 345-369.

Taylor, M.S., Bergmann, T. (1987). Organizational Recruitment Activities and Applicants' Reactions at different Stages of the Recruitment Process. *Personnel Psychology*, 40, 261-285.

Taylor, M.S., Tracy, K.B., Renard, M.K., Harrison, J.K. and Carroll, S.J. (1995). Procedural Justice in Performance Appraisal: A Field Test of the Due Process Approach for Performance Appraisals. *Administrative Science Quarterly*, 40, 495-522.

Vashdi, D., Bamberger, P. and Erez, M. (2013). Action Teams, Reflexivity and Performance: Enhancing the Effectiveness of Surgical Teams. *Academy of Management Journal*, 56, 945-971.