Human Resources Management
(MGMT 3110)

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Class Times:
- L1 Wednesdays 9:00am-11:50am (Rm. 2302)

Course Overview:

Welcome!

Human Resources Management (HRM) is essential to an organization's success. It involves understanding the fundamental 'people practices' that influence employees' behavior, attitudes, and performance.

This discussion-based course highlights some of the important frameworks that can help guide HR professionals in ensuring that individuals develop their own talents while contributing to the overall effectiveness of an organization.

By strategically looking at HR polices and processes, we will be discussing various topics including: Recruiting, Training, Appraising, Compensating, and relevant Labour Issues. Ultimately, this course should strengthen your abilities in understanding and managing Human Resources in a corporate context.

INTENDED LEARNING GOALS / OUTCOMES:
The objective of MGMT 3110 is to help students to:

- Explain, compare, and apply basic HRM concepts and techniques
- Critically analyze current HRM issues affecting organizations as well as defend feasible, well-thought-out solutions.
- Develop fundamental knowledge, skills, and attitudes associated with the HRM profession.
This course also contributes to the University’s overall learning goals for the BBA in MGMT as listed below:

1. Graduates will be critical and creative thinkers who make effective decisions supported by analytical and quantitative techniques.
2. Graduates will be effective communicators in oral and written English and Chinese for general business applications.
3. Graduates will have broad understanding of the core business functions and integrate these functions to solve business problems.
4. Graduates will have in-depth grasp of their area of business concentration or major.
5. Graduates will be effective team members and leaders.
6. Graduates will be effective in multi-cultural and international settings.
7. Graduates will be effective users of information technology in business applications.
8. Graduates will understand their professional and ethical responsibility.

Method of Instruction / Active Participation:
This discussion-based course will be conducted through various means including: lectures, discussions, readings and problem-solving cases. This is a highly interactive course that requires active participation from everyone. Active participation includes doing the readings, critically thinking, making reflective notes, offering your insights in class, engaging with the class ideas/topics, going out of your comfort zone, and ultimately raising yourself above your old self.

ASSESSMENT & WEIGHTING

A. Participation / Commitment 25%

B. Group Report 25%

C. Group Presentation 25%

D. Integrated Test 25%

TOTAL *100%

*Notes:
1. All students will receive common Grades based on their group’s achievement for the Report and Presentation.
2. The grading rubrics for each component are listed on CANVAS.
A. Participation / Commitment:

Active participation / commitment includes attending all classes, doing the readings, making notes, and frequently sharing your ideas / raising questions constructively in class, etc. Higher scores will be given to students who are very engaged in the class, and who regularly take the initiative to share opinions / volunteer their insights openly in the larger class-wide discussions.

B. Group Report – Corporate HRM Insights:

This involves an analysis of a company’s specific HR policies. The details of this group assignment will be discussed in class.

C. Group Presentation – Controversial HRM Issues:

This involves the analysis of a current HRM controversy. Monitor news sources to find issues of interest and ones that would be suitable for your group’s presentation. The details of this group assignment will be discussed in class.

D. Integrated Test:

In the final class we’ll have an Integrated Test that incorporates key themes arising from the assigned readings and class lectures. Consequently, it is important that you do the readings, make some notes, and add to your notes during class discussions. Such preparation will prove valuable later on. The Integrated Test will be evaluated on the following basis:

1. Writing style - (i.e. grammar, language use, clarity, logic, etc.)
2. Insights - the depth / sophistication of the comments you make in terms of integrating the various themes / ideas / concepts of the course
Course Grades:

Based on the MGMT Dept.’s accumulated experience, the distribution of course grades will follow:

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<thead>
<tr>
<th>Final Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>A+, A, A-</td>
<td>0-27%</td>
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<tr>
<td>B+, B, B-</td>
<td>35-45%</td>
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<tr>
<td>C+, C, C-</td>
<td>28-38%</td>
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<tr>
<td>D</td>
<td>0-9%</td>
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<tr>
<td>F</td>
<td>0-6%</td>
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Class Expectations:

- Attendance is mandatory for all classes. [*Note: 2% will be deducted from your final total course score of 100% for every class missed.]*
- It is your responsibility to regularly check the class site on CANVAS to see what is expected each week. The Weekly Folder will be updated often and changes will be reflected as soon as possible.
- All work done at the University will be done honestly and with integrity. You should familiarize yourself with HKUST’s Academic Honor Code found at the following link (http://ugadmin.ust.hk/integrity/honor.html)
- Each week there will be assigned readings; either from the textbook or other sources. Highlight the key points for your notes. These will be valuable for the Integrated Test later on.
- Mobile phones / Laptops / Electronic Devices: Please make an effort to detach yourself from electronic devices during our time together (i.e. put them away, turn ‘on’ your concentration, and value the real human interaction that happens when alert, active people meet together in class. Enjoy the luxury of focused attention and an opportunity to capitalize on some unimpeded thinking time.)
- You are expected to complete the assignments on time. Self-discipline and Time Management are important aspects of successful people. Allow yourself to excel.
- All of us should practice professional business etiquette – that means we should aim to be punctual, respectful, engaged, and open to improving ourselves as well as others. Let’s enjoy and benefit from the time we have together.
<table>
<thead>
<tr>
<th>Week No.</th>
<th>Date</th>
<th>COURSE TOPICS – Wednesdays <em>(L1)</em></th>
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</table>
| 1        | Wed. Sept. 5 | *Welcome*  
• Introduction – HRM  
• Managing the ‘People Practices’ |
| 2        | Wed. Sept. 12 |  
• Equal Employment Opportunities  
• Safe Workplaces |
| 3        | Wed. Sept. 19 |  
• Analysing Work  
• Designing Jobs |
| 4        | Wed. Sept. 26 |  
• Recruitment  
• Selecting the Right People |
| 5        | Wed. Oct. 3  |  
• Training Employees  
• Developing Skills for Future Success |
| 6        | Wed. Oct. 10 |  
• Creating High-Performance Organizations  
• Managing Employees’ Performance |
|          |             | *Group Reports Due* |
| 7        | Wed. Oct. 24 |  
• Staff Turnover / Separation  
• Retraining Employees |
| 8        | Wed. Oct. 31 |  
• Compensation (1)  
• Pay Structures and Incentives |
| 9        | Wed. Nov. 7  |  
• Compensation (2)  
• Employee Benefits |
| 10       | Wed. Nov. 14 |  
• Managing HR Globally  
• Cultural Dimensions and Differences |
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<th>Wed. Nov. 21</th>
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<tbody>
<tr>
<td>11</td>
<td>• Wrap-up</td>
<td>• Presentations</td>
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<td></td>
<td></td>
<td>*Group Presentations (Groups 1-4)</td>
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<th>Wed. Nov. 28</th>
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<tbody>
<tr>
<td>12</td>
<td>• Integrated Test</td>
<td>*Group Presentations (Groups 5-8)</td>
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**Required Textbook:**


**News / Current Affairs:**

While knowing about some key HR frameworks is important, more is required. Human Resource professionals need to be aware of ongoing global changes, trends and expectations for organizations. Such people need to maintain a robust habit of monitoring current affairs for their own decision-making capabilities. Reading the news as well as intelligently reviewing online resources will always help to sharpen one’s mind and build influence. Invest in yourself. Stay alert and aware of emerging business / HR / ethics / social / public policy issues by looking at multiple sources of information (i.e. Financial Times [http://www.ft.com](http://www.ft.com), The Wall Street Journal [http://online.wsj.com](http://online.wsj.com), The Economist [http://www.economist.com/](http://www.economist.com/), China Daily [http://www.chinadaily.com.cn](http://www.chinadaily.com.cn), The South China Morning Post [www.scmp.com](http://www.scmp.com), The Hong Kong Institute of Human Resource Management [www.hkihrm.org](http://www.hkihrm.org), The Society for Human Resource Management [www.shrm.org](http://www.shrm.org), HR Asia [www.hrasiamedia.com](http://www.hrasiamedia.com), etc.) We will begin every class with some students sharing their insights on important current affairs.

*Be committed . . . upskill yourself . . . excel!*

*As changes in the course may be necessary, the instructor reserves the right to revise the syllabus as needed.*  (Last revised: August 2018)