

interpretation of data. The second, smaller, section introduces to students the importance of measuring the economic value of employee performance and the techniques used in measuring the efficiency and productivity of a human resources department.

**HRM 3630 Human Resources Management (3,3,0) (P) in China**

Prerequisite: BUS 2340 International Business or HRM 2110 Human Resources Management

This course offers an advanced study of human resources policies and problems in mainland China. The aim of this course is to introduce to the students current and practical issues of HRM in mainland China. This course prepares HRM students (1) to make decisions on various HR policies such as compensation and benefits of local employees, management of out-of-province workers, and training and development of unskilled and illiterate workers; and (2) to give attention to getting Chinese workers and staff to accept responsibility, to exercise initiative, to emphasize quality, and to communicate readily across functions.

**HRM 3650 Human Resources Strategy and Planning (3,3,0)**

Prerequisite: HRM 2110 Human Resources Management

This course is designed to consider the theories and role of human resources planning and link it to the policies and practice required for effective human resources management. This course examines internal and external environmental factors and trends that have crucial impacts on HR objectives and strategies in organization. The role of human resources information system and the use of information technology in HRM and employee planning are also key issues to study in the course.

**HRM 3660 Managing People in the Public Sector (3,3,0)**

Prerequisite: HRM 2110 Human Resources Management

Public personnel management is widely recognized as a critical element of democratic society and effective public administration of a given city. Today, government and non-profit organizations are confronted with tighter budgets with limited funding and keener competition in the labour market. Recent changes in information technology, communication patterns, social issues, and demographic compositions have resulted in an increasingly use of privatization of some services such as outsourcing, franchise agreements, vouchers, and contracting. This course reviews, in addition to all relevant HRM issues and functions, major Organizational Behaviour theories and concepts.

**HRM 7010 Global Human Resources Management (2,3,0)**

Global Human Resources Management (GHRM) has been identified as a crucial factor in a firm's international success. GHRM is more complex and varied than domestic HRM and incorporates a broader scope, and increased risk exposure as well as a change of emphasis. This course will examine environmental elements and the characteristics of GHRM. It will deal with the practical issues and consequences of the internationalization of HRM.

**HRM 7020 Managing Human Resources Today (3,3,0)**

This foundation programme aims to introduce students to human resources management and how contemporary developments are transforming the human resources management function into a more proactive and strategic one. Specifically, the programme will equip students with an understanding of the nature of people management and related activities, and how these activities simultaneously promote employee well-being and organizational effectiveness.

**HRM 7030 Human Resources Planning and Staffing (3,3,0)**

The major purpose of this course is to provide students with (1) an appreciation of the major theoretical perspectives relating to

strategic human resources management, (2) an understanding of HRM strategies and environmental factors affecting these strategies, and (3) issues and activities associated with the effective staffing of organizations.

**HRM 7040 Training and Development (3,3,0)**

This course covers a full spectrum of training management and administration. It aims to provide a comprehensive overview of the research, theory and techniques of training and development within an organization.

**HRM 7050 Performance Management (3,3,0)**

This course provides an overview of the philosophy and principles of performance management and the design of an effective performance management system. Specifically, it examines major concepts and techniques in conducting performance appraisal.

**HRM 7060 Compensation and Benefits (3,3,0)**

This course takes a pragmatic look at one of the most controversial and critical issues facing all kinds of organization, that is, how to compensate employees. It focuses on the design and administering of a compensation system that rewards employees fairly while motivating outstanding performance.

**HRM 7070 Employment Relations and Practices (3,3,0)**

This course introduces various concepts on employment practices, industrial relations as well as work-family interface and the dynamic relationships among the different actors constituting the employment relations scene. In addition, it covers employment and related legislation that is commonly used by HR professionals in an everyday situation. A practical and contemporary approach is taken, exposing the students to the full gambit of employee-management relations in the workplace.

**HRM 7080 Human Resources Management in the PRC (3,3,0)**

This course is an advanced study of human resources policies and practices in mainland China. It focuses on sensitizing students to the challenges of managing human resources in the PRC and equipping them with the substantive knowledge to design contextually-appropriate HR policies and practices.

**HRM 7090 International and Comparative Human Resources Management (3,\*,0)**

This course aims to enhance students' understanding of the role of HRM in global organizations. It examines major HR concepts, techniques, and practices in developing and managing a global workforce. Special emphasis is placed on examining the key convergence and divergence of HRM practices in a global context.

**HRM 7120 Human Resources Research Methods (3,\*,0)**

This course introduces the fundamental concepts of research design and the collection and analysis of data in the context of Human Resources Management. Both qualitative and quantitative approaches are covered. Students acquire the necessary technical knowledge and skills to conduct valid research. In addition, they acquire the knowledge and skills needed to evaluate research conducted by others. The course demonstrates how rigorous research can provide a basis for effective managerial decision making.

**HRM 7130 Degree Project (3,\*,\*)**

The Degree Project provides students with an opportunity to apply their HRM and research methods skills and knowledge in an investigation of a problem or issue of practical significance. Specifically, the Project will develop students' skills in problem identification, consolidate their understanding of HRM issues and research methods, and deepen their understanding of the role of HRM in contributing to organizational effectiveness.

Students will work in team of four on a client-based project, involving the identification of an HRM-related organizational problem, a thorough investigation of the problem with appropriate data collection and analysis, and the development of well-

founded, justified and implementable recommendations to the organization's management. This is essentially a "consulting"-type assignment, which must take place in a real organization, either students' own or another.

Permission may be given for students to conduct a multi-organization or industry-wide investigation (rather than focusing on one organization) provided that the specified learning outcomes can be met, and that the project report develops the implications for practice. Such projects should also identify in principle who would be the client for such a report.

**HRM 7140 Quantitative Methods for Human Resource Professionals (3,3,0)**

Students will acquire knowledge in strategic and operational decision making, using personnel economics, to audit HR activities and functions through measurements and tests, while investigating different issues using HR research to improve organizational communication. This course will put special focus on HR programmes in Asia from a return-on-investment perspective. The concept of "utility" and its measurement will be discussed, along with estimating the resource value of job performance. As well, measuring the cost/benefits of HR development programmes will be linked to profitability and to return on investment.

**HRM 7150 Managing Human Resources Information (3,3,0)**

A human resources management system (HRMS) is more than a human resources information system (HRIS). It is what the name implies: an information management system accessible to staff at all levels, designed to ensure that the organization's most important strategic resource—its people—are recruited, selected, developed, employed, deployed and supported most effectively. In this course, HRMS will be studied as the concept relates to e-HRM, as the HRM field in Asia must move quickly toward net-based systems. Topics will include extending the core HR System; establishing a centralized service; moving communications transactions to the Internet; globalizing the HR Function; e-HR recruiting; e-learning; e-benefits and e-HRMS; and future trends in e-HRM.

**HRM 7310 Foundations of Human Resources Management (3,3,0)**

This course is designed to provide an overview of the fundamental principles of human resources management. It will cover all of the main functional areas of human resources management within the broader context of business strategy, globalization, and social responsibility. Best practices will be highlighted. A special focus will be to position HR functions within an Asia/Pacific context. As well, the concept of Action Research will be introduced at this stage, so that students are familiar with the basic concepts from the beginning of the programme.

**HRM 7320 Industrial-organizational Psychology (3,3,0)**

In this course, students will study theories, principles, concepts, and measurement methods in industrial-organizational psychology, to gain an understanding of how this knowledge can be applicable in the design and management of global HR systems. Special stress will be placed on the changing nature of work within the Asia/Pacific region and how this issue presents an ever-increasing strategic and operational challenge to employers and employees alike. Both psychological change and enhanced competition require a sophisticated approach to managing the human resource, based on empowerment and ethical investment in human capital.

**HRM 7330 Skills for Managing Human Resources (3,3,0)**

Students will be equipped with concepts, skills and techniques of workplace learning, motivating and developing members of organizations. In addition, students will also acquire skills in dealing with difficult interpersonal/group situations such as conflict, ethical dilemmas, organizational politics, negotiation, collective bargaining and media handling. Throughout, the focus

will be on how these concepts are applied to the Asia/Pacific region.

**HRM 7340 International Human Resources Management (3,3,0)**

In this course, students will be exposed to critical issues in managing human resources. Topics will include market dynamics, problems encountered by FIEs manpower planning strategy, compensations and benefits, ethics and safety, and globalization of HRM. Again, stress will be placed on how these concepts relate to the Asia/Pacific region. This course is designed to provide students with knowledge, issues and skills for designing and managing expatriate assignments and managing cultural diversity. Special emphasis will be placed on the linkage between global HRM practices and policies and international expansion strategies. This course will cover key issues in international employee relations, comparative HRM practices, and multinational corporate ethical responsibility as related to HRM.

**HRM 7350 Current Human Resources Issues (3,3,0)**

In this course, students will be exposed to critical issues in managing human resources. Topics will include market dynamics, problems encountered by FIEs, roles of modern HR, gender and family issues, recruitment and labour problems, training and localization, work values and ethics, and local and international politics. Again, stress will be placed on how these concepts relate to China and the Asia/Pacific region.

**HRM 7360 Strategic Human Resources Management in Practice (3,3,0)**

In this course, global HR strategy will be regarded as an integrating force, linking various strands together into an overall strategic thrust which complements and is consistent with the overall business strategy. The links between each aspect of a strategy will be emphasized and various communications channels will be suggested, as HR strategy should flow from business strategy.

**HRM 7370 Human Resources Research and Information (3,3,0)**

This course introduces to students the fundamental concepts needed for using statistics in human resources management. Students acquire the technical knowledge and know how to conduct practical research studies with scientific validity. This course also covers development and implementation of HR information management systems capable of ensuring the right people are effectively recruited, deployed and supported.

**HRM 7380 Human Resources Measurement (3,3,0)**

This course introduces concepts and techniques needed in making decisions to maximizing human capital. Students will learn how to audit HR activities and functions through measurements and tests, applying relevant methods in HR research techniques to improve organizational effectiveness and well-being.

**HRM 7390 Current Employment Practices in China (3,3,0)**

This course focuses on the human resources issues and problems encountered by international companies in mainland China today. It introduces to the students current and practical issues regarding employment and HRM in mainland China. This course prepares participants to make decisions on various HR policies and practices such as recruitment of local employees and management of expatriates, performance and rewards, management development and localization, and the complexities of PRC labour law.

**HRM 7410 Ethics in Strategic Human Resources Management (3,\*,0)**

This course aims to enhance students' ethical awareness and sensitivity, and to facilitate the development of moral judgment and obligation in the workplace. It examines ethical HRM practices and the roles of HR professionals in promoting