

## Keio University Syllabus and Timetable

# HUMAN RESOURCE MANAGEMENT IN THE ASIA PACIFIC REGION

<b>Lecturer(s)</b>	DRUMMOND, DAMON
<b>Credit(s)</b>	2
<b>Academic Year/Semester</b>	2026 Fall(1st Half)
<b>Day/Period</b>	Tue.1,2
<b>Campus</b>	Mita
<b>Classroom</b>	441
<b>Class Format</b>	Face-to-face classes (conducted mainly in-person)
<b>Registration Number</b>	80413
<b>Faculty/Graduate School</b>	INTERNATIONAL CENTER
<b>Year Level</b>	2, 3, 4
<b>Grade Type</b>	S, A, B, C, D
<b>Course Description</b>	A course to aim to learn the key concepts in human resource management in an Asia Pacific environment (HRM AP).
<b>K-Number</b>	CIN-CO-00243-212-07

[▼ Detail](#)

### Course Contents/Objectives/Teaching Method/Intended Learning Outcome

Class members will learn the key concepts in human resource management and the impact of cultural differences across the Asia Pacific environment (HRM AP). This course uses an applied approach with member centered interactive learning focus as far as possible.

The objectives of this course are to:

- 1 Enable students to understand how HRM is a key function of organizations especially within the context of HRM AP.
- 2 Develop the students knowledge and awareness of the nature of HRM inter-relationships and principles for HRM AP.
- 3 Learn about significant differences in HRM AP external and internal environments for various economies and cultures.

- Standards to be achieved.

To achieve this, a good understanding of the fundamentals of HRM principles and processes will be necessary. Added to this will be new comparative knowledge concerning HRM in AP countries, analyze and apply concepts to critique optimal solutions and comparisons.

Take notice this course will be taught with both individual and team components.

Take notice that there will be a heavy emphasis on class team led in class interactive learning. For this to work individual members will be required to engage in individual class topic prereading and preparation. There will be weekly assessments of contributions.

## Course Taught by Faculty Member with Professional Experience

Not applicable

## Active Learning Methods [Description](#)

Lab / Skill-development / On-site training  
Fieldwork  
Presentations  
Discussions, Debates  
Group work  
Role-playing  
Flipped classroom  
Problem-based learning

## Preparatory Study

A functional knowledge of the principles of Human Resources management would be useful but not essential. Motivation is key. Knowledge of a basic Human Resources textbook would be advisable.

## Course Plan

### Lesson 1

General Course Introduction. Formation of teams and allocation of exercises.

### Lesson 2

Introduction to the Human Resources Management (HRM) framework, its history, people, culture associations and HRM life cycle.

### Lesson 3

Demonstration of the Western approach to HRM.

### Lesson 4

A consideration of Japanese HRM.

### Lesson 5

A review of Chinese centred HRM.

### Lesson 6

Explanation of the case for South Korea.

### Lesson 7

Employment relations in Hong Kong and Taiwan

### Lesson 8

Depiction of the Indian Case

### Lesson 9

Review of Thailand

**Lesson 10**

Understanding of the Vietnamese case

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**Lesson 11**

Review of Malaysia with highlights from Singapore

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**Lesson 12**

Introduction to an Oceania case: Australia

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**Lesson 13**

Team consulting report presentation presenting two country HR start up scenarios

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**Lesson 14**

Team consulting report presentation presenting two country HR start up scenarios

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**Other**

Team consulting report presentation presenting two country HR start up scenarios. Visit to the HR facilities of a major firm.

The program is subject to change and to be confirmed in the 1st week of classes. E&OE

**Method of Evaluation**

Assessment Task 1 (Individual) 36%

a) Weekly Discussion Cases - 12 exercises.

- . Assigned topic discussions to be submitted to online class discussion page (200-350 words)

Assessment Task 2 (Team). 12%

- Seminar team leadership interactive presentation and open summary report to discussion page

Assessment Task 3 (Individual) 12%

- In class and online discussion page participation

Assessment Task 4 (Team) 40%

- Final Consultant Presentation and Report (1000 words per member) (Team)

- . Presenting two Asia Pacific countries HR start up strategies. Due last class of the course.

- Total 100%

TAKE NOTICE:

- 1) Any assignment schedules missed will be penalized 10% immediately and 1% per day thereafter.
- 2) Weekly means each week is assessed independently and not in a summary review.
- 3) The above is subject to change and to be confirmed in the 1st week of classes. E&OE.

**Generative AI Policy for Classes**

Guided by Keio University's founder Yukichi Fukuzawa's philosophy of learning through the application of reason, observation, and verification the course is designed to enhance student capabilities and individuality while acknowledging that AI is a part of our World and one tool that can be useful in learning.

## Textbooks

Varma, & Budhwar, P. S. (2014). *Managing human resources in Asia-Pacific* (2nd ed.). Routledge.

Nankervis, A., Rowley, C., and Salleh, N.M., 2016, *Asia Pacific Human Resource Management and Organisational Effectiveness - Impacts on Practice*, Chandos Publishing, ISBN 978-0-08-100643-6, DOI <https://doi.org/10.1016/C2014-0-04366-3>

## Reference Books

Asia Pacific Journal of Human Resources, OCLC number 52029127

Dessler, S., 2022, *Human Resources Management*, 17e Pearson ISBN 9781292018430 (Keio E-book)

Connell, J., Teo S.,(Eds) (2011). *Strategic HRM : contemporary issues in the Asia Pacific region*, 1st e, Tilde University Press, ISBN 9780734610805

Rowley, C., (1998) *Human resource management in the Asia Pacific region convergence questioned* Frank Cass Publishers, London. (Keio E-book)

Rowley, C., Sohn, T.W., Bae, J.S., (Eds) (2002), *Managing Korean business: organization, culture, human resources and change*, Studies in Asia Pacific business, London.

Saha J., Rowley C., 2014, *Changing Role of the Human Resource Profession in the Asia Pacific Region*, Chados Publishing ISBN 9780857094759

Shen, J., Edwards, V., (2006), *International Human Resources Management in Chinese Multinationals*, Routledge, ISBN 978415649261

Tarique, I., Briscoe, D., Schuler, R., (2016). *International Human Resource Management*, 5e, Routled

## Lecturer's Comments to Students

In the past many members who have taken this course have not previously completed other related human resource management (HRM) courses. So to some extent it will likely be necessary to begin by building some HRM foundations depending upon the background of members. Reading of textbooks or references, such as Dessler (2022), is encouraged before the course begins.

In this subject you are expected to spend in-class time, plus double that, for out of class preparation time per week completing class reading, class preparation and assignments.

Discussion topics are written in line within the Canvas LMS.

Written team assignment style:

Written assignment should be A4 typed in 12 point, 1.5 line space format is the guide for pdf submitted documents. Members names written top right of front page and page numbered at the bottom of each page. Assignments will be submitted to the course report submit folder. (Further details will be provided first class.)

Teaching Methodology:

Class time will be devoted to student led interactive discussions on prepared pre-read class topics.

Weekly 90 minute classes require about three hours of out of class preparation.

## Question/Comments

Any queries or comments should be addressed to the facilitator by email to [damondrummond@mac.com](mailto:damondrummond@mac.com)