

**National University of Singapore  
NUS Business School  
Department of Management and Organisation**

**Module :** MNO3701 Human Capital Management

**Session :** Semester 2, AY2022/2023

**Instructor and Contact :** Chee Mew Leng; Email : bizcml@nus.edu.sg; Tel : 6516-3072

**Module Description:**

This module introduces students to human capital management (HCM) and the concepts underpinning HCM in the context of a dynamic and complex environment in an age of digital explosion. Besides acquiring fundamental knowledge on HCM, students will appreciate how human capital is a key resource and a value-creation partner in contributing to the strategic goals and success of every organisation. The context for the management of human capital including globalisation and the legal framework will be examined. Issues confronting practitioners as they deal with the complexities in an invariably challenging environment will also be explored. At the end of the module, through reflective thinking, students will develop an understanding of the intricacies in HCM and its significance, thereby enhancing students' future-readiness in developing competencies that will help their organisations in creating a competitive advantage through human capital.

Key topics include Context of Human Capital Management, Dynamics of Employee-Management Relations, Talent Management, Talent Acquisition, Selection, Performance Management, Compensation, Talent Development, HCM and New World of Work.

**Learning Outcomes:**

1. An understanding of the critical role played by human capital in value creation and contributing to the competitiveness and success of every organisation;
2. Knowledge of the link between HCM and organisational strategies as well as the critical functions of HCM in an organisation;
3. An appreciation of the intricacies in managing human capital in a complex and challenging environment; and
4. Being future-ready graduates in managing human capital in an age of digital explosion.

**Modes of Teaching and Learning:**

Sectional teaching which incorporates both lecture and class activities  
Course materials in Canvas  
Case studies  
Videos  
Simulation activity  
Written assignments  
Oral presentations

**Syllabus:**

1. Context of human capital management
2. Dynamics of Employee-Management Relations
3. Talent Management
4. Talent Acquisition
5. Selection
6. Performance Management
7. Compensation
8. Pay-for-Performance
9. Talent Development
10. HCM and New World of Work

**Readings:**

To be announced.

**Assessment (%):**

CA1 Learning Contribution	20%
CA2 Written Assignment	25%
CA3 Group Presentation	25%
CA4 Term Paper	30%

**Pre-requisite(s):**

MNO1001 Management and Organisation or MNO1706 Organisational Behaviour

**Preclusion(s):**

Nil.

**ACADEMIC HONESTY & PLAGIARISM**

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:

<http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct>

Online Module on Plagiarism:

<http://emodule.nus.edu.sg/ac/>