

Course: MNO3701 Human Capital Management

Semester 1, AY2023/2024

Course Instructor & Coordinator: Dr Wu Pei Chuan

Course Description:

This course introduces students to the fundamentals of human capital management (HCM). It challenges students to think about, discuss and evaluate the complexities of managing human capitals within organisations. It reviews leading-edge models and frameworks, as well as current ideas and practices in managing and developing people. It seeks to facilitate students' ability to apply knowledge to practical HCM problems. It also considers human capitals from a strategic perspective, as a means of creating a high-performance workforce for firms' sustainable competitive advantage.

More specifically, the course aims to provide students with:

- An understanding of the trends of the environmental challenges (e.g., globalization, technology, labour force, employment relationship, etc.) that affect strategic HCM processes.
- A solid foundation in the core areas of HCM such as recruitment and selection, performance management, learning and development, total rewards, and employee and labour relations.

Learning Outcomes:

By the end of the course, the student will be able to:

- identify and understand existing theoretical and practical perspectives in core HCM areas;
- critically appraise and analyse academic literature and company human capital practices; and
- recognise the strengths and weaknesses of existing HCM policies and strategies, and make effective recommendations.

Modes of Teaching and Learning:

This course will employ a combination of teaching methods to foster both critical thinking and cooperative and active learning. Lectures will incorporate both traditional and interactive methods of teaching, including the use of video materials, Internet information, case studies, etc. Students will be required to apply the course materials to current issues. In addition to formal lectures, tutorial workshops will also be arranged. Students will be expected to participate actively in a series of classroom activities, such as seminars, case-study analyses, role-playing exercises and debates.

Syllabus:

- Environment and The Future of HCM
- HCM and Diversity & Inclusion
- Talent Acquisition: Employer Branding & Attraction
- Talent Acquisition: Selection
- Talent Development: Performance Management
- Talent Development: Career, Learning & Development
- Talent Retention: Well-being, Employee Experience & Retention
- Talent Retention: Work-Life, Employee Experience & Retention
- Talent Retention: A Global Career & Retention

Readings:

- Snell, S.A. & Morris S.S. (2022). *Managing Human Resources* (19th edition). Singapore: Cengage Learning Asia.

Assessment (%):

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| • Class contribution | 20% |
| • Individual Development Assignment | 10% |
| • Individual Final Paper | 30% |
| • Mini project (Team) | 20% |
| • Final project (Team) | 20% |

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 Course on Plagiarism:

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

Pre-requisite:

MNO1706 Organisational Behaviour