

Course Code: MNO3701 Human Capital Management

AY2024/2025 Semester 1

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Department: Management and Organisation, NUS Business School

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. The course reviews leading-edge models and frameworks, as well as current ideas and practices in managing and developing people. It aims to facilitate students' ability to apply knowledge to practical HCM problems and considers human capital from a strategic perspective, focusing on creating a high-performance workforce for a firm's 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

Upon completion of this course, students 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.
- Recognise the strengths and weaknesses of existing HCM policies and strategies, and make effective recommendations.

READINGS AND LESSON PREPARATION

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

ASSESSMENTS

Component	Weightage
Class Participation and Contribution	30%
Individual Paper	30%
Group Project	40%
Total	100%

SCHEDULE

This course description and outline are subject to change. Changes will be announced in class.

- Strategic Human Capital Management
- Diversity & Inclusion in the Workplace
- Talent Acquisition and Recruitment Strategies
- Selection
- Performance Management and Appraisal Systems
- Learning & Development Initiatives
- Career Management & Leadership Development
- Well-being, Employee Experience & Retention
- Workplace Flexibility, Employee Engagement & Retention
- Talent Retention: A Global Career & Retention

Pre-requisite:

MNO1706 Organisational Behaviour

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.

Artificial Intelligence (AI) tools such as ChatGPT do not require specialist knowledge to use. Many of these AI tools are commonly used in social media, for example, to create content and disguise and refine content created from programmes like ChatGPT. We understand that students will be drawn to using these AI Tools, as they would for any other electronic aid.

However, to be clear, normal academic rules still apply. As noted in the Code of Student Conduct:

"The University takes a strict view of cheating in any form, deceptive fabrication, plagiarism and violation of intellectual property and copyright laws. Any student who is found to have engaged in such misconduct is subject to disciplinary action by the University."

With respect to AI tools (e.g., ChatGPT and image generation tools), your instructor will clarify whether the use of these tools as inputs into your assignment development process is acceptable. AI is a technology that requires skill to use, and knowledge about when and how to use it. If you use ChatGPT or any other such AI tool in your work, you must provide a proper representation of how you used the tool and what prompts you used to generate output. Failure to cite its use constitutes academic misconduct.

Further, as with any information source, be aware that minimal efforts yield low quality results. You will need to refine your work and fact check the output, as you would double-check information from any source. Further, you should be selective in how and when you use such tools instead of using it for each and every assignment you create.

To summarise:

1. Always check with your instructors on what are the permitted uses of AI tools.
2. Have a discussion at the start of a course about the use of AI.
3. Where permitted, acknowledge your use of AI.
4. You remain responsible for the quality of your work and its appropriate representation.
5. Failure to follow the above steps can lead to a concern about plagiarism (academic dishonesty).

As always, 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 entirely your own work. This is a minimum standard.

Additional guidance can be found at:

Admission Condition: <http://www.nus.edu.sg/registrar/administrative-policies-procedures/acceptance-record#NUSCodeofStudentConduct>

NUS Code of Student Conduct: <http://nus.edu.sg/osa/resources/code-of-student-conduct>

Academic Integrity Essentials: <https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-4>

Guidelines on the Use of AI Tools For Academic Work: <https://libguides.nus.edu.sg/new2nus/acadintegrity#s-lib-ctab-22144949-3>