

Course Code: MNO3701 Human Capital Management

AY2025/2026 Semester 1

Instructor: Assoc. Prof Wu Pei Chuan

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 critically think about, discuss, and evaluate the complexities of managing talents within and beyond organisations. It reviews cutting-edge HCM models and frameworks, as well as current ideas and practices in attracting, developing, and retaining people. It seeks to deepen students' ability and competency to apply HR knowledge to resolve real-life HR-related issues. It further considers human capital from a strategic perspective, as a means of creating a high-performance workforce for firms' sustainable competitive advantage. At the end of the course, students should possess a better understanding of people, processes, and organisations and how they relate to each other in an open system.

More specifically, the course aims to provide students with:

- An understanding of the trends of environmental challenges (e.g., globalisation, new technology, labour force, employment relationships, etc.) that affect internal talent management processes.
- A solid foundation in the core areas of talent management processes such as talent attraction, talent development, and talent retention.

LEARNING OUTCOMES

By the end of this course you should be able to:

- Understand existing theoretical and practical perspectives in core HCM areas;
- Critically analyse HCM practices adopted by companies using corresponding theoretical talent management frameworks; and
- Recognise the strengths and weaknesses of existing HCM strategies, and identify areas for improvement in order to make effective recommendations for better HCM practices.

READINGS AND LESSON PREPARATION

- TBA

ASSESSMENTS

Component	Weightage
Class Participation and Contribution	25%
Peer Mentoring	10%
Individual Paper	35%
Group Project	30%
Total	100%

SCHEDULE

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

- Overview of HCM and The Future of Work
- Strategic HCM and Diversity, Equity & Inclusion
- Talent Acquisition: Employer Branding and Recruitment
- Talent Acquisition: Hiring and Selection Process
- Talent Development: Performance Management
- Talent Development: Career and Professional Development
- Talent Retention: Employee Well-being, Employee Experience, and Retention
- Talent Retention: Work-life, Employee Experience, and Retention
- Talent Retention: Wrap Up

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>