

Course Code: MNO3701 Human Capital Management

AY2026/2027 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). Students will critically examine the complexities of managing talent within and across organisations in today's dynamic business environment. The course explores contemporary HCM models, frameworks, and practices related to attracting, developing, and retaining talent, while considering the impact of globalisation, technological change, artificial intelligence (AI), workforce diversity, and evolving employment relationships.

Students will develop the ability to apply HR knowledge and frameworks to analyse and address real-world human capital challenges. The course also examines human capital from a strategic perspective, highlighting how effective talent management contributes to organisational performance and sustainable competitive advantage. By the end of the course, students will gain a deeper understanding of the relationships between people, processes, and organisations within an open and evolving business system.

Importantly, with the growing adoption of AI in the workplace, students will discuss and examine the strengths, limitations, and ethical implications of AI in the context of HCM across the employment cycle. For example, students will explore concerns regarding potential bias in hiring decisions arising from the use of AI-powered tools, such as the use of keyword-based screening to filter job candidates.

More specifically, the course aims to provide students with:

- An understanding of contemporary environmental challenges and trends, including globalisation, technology and AI, labour market changes, and evolving employment relationships, and their impact on talent management practices.
- A strong foundation in the core areas of talent management, including talent attraction, talent development, and talent retention.
- Opportunities to apply HR concepts and frameworks to real-world workplace and organisational contexts.
- Opportunities to critically evaluate and apply AI-powered tools in talent management and human capital decision-making, including their strengths, limitations, and ethical implications.
- Greater awareness of the strategic role of human capital in building high-performing and sustainable organisations.

LEARNING OUTCOMES

By the end of this course, students should be able to:

- Explain key theoretical and practical perspectives in core areas of Human Capital Management (HCM).
- Critically analyse organisational HCM practices using relevant talent management theories and frameworks.
- Evaluate the strengths and limitations of existing HCM strategies and propose appropriate recommendations for improvement.
- Apply HCM concepts to real-world workplace and organisational contexts.
- Develop and justify talent management recommendations by integrating AI-powered tools and relevant HCM concepts, while recognising the limitations and potential pitfalls of AI tools.

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

Throughout the course, students will explore the use of AI-powered tools to support talent management activities, including interviewing, career coaching, and design thinking for organisational problem-solving. For example, in the recruitment and selection process, students will critically evaluate how AI-powered tools may help reduce or inadvertently introduce bias (e.g., gender bias in job advertisements and interview questions), and consider their implications for fairness, transparency, and decision-making in hiring.

Schedule of Events

Session	Topics
S1	Introduction to Human Capital Management (HCM) and the Future of Work
S2	Strategic HCM, Diversity, Equity, and Inclusion (DEI)
S3	Talent Acquisition 1: Employer Branding and Recruitment
S4	Talent Acquisition 2: Hiring & Selection Process
S5	TM Symposium 1 • Conduct AI-powered interviewing role-plays. • Team Presentations • Talent Acquisition Role plays and Discussions
S6	Talent Development 1: Performance Management and Feedback
S7	Talent Development 2: Career and Professional Development
S8	TM Symposium 2 • Utilize AI-powered coaching tools to facilitate learning. • Team Presentations • Career Coaching Check-ins
S9	Talent Retention 1: Employee Wellbeing, Employee Experience, and Retention Strategies
S10	Talent Retention 2: Work-life Integration, Workplace Flexibility, and Employee Experience
S11	Group and Individual Consultations
S12	TM Symposium • Practice AI-powered design thinking to reimagine workplace flexibility. • Team Presentations • Rethinking Workplace Flexibility
S13	Talent Retention 3: Learning Across Boundaries and Course 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>