

**Module:** MNO3701 Human Capital Management

**Semester 1, AY2021/2022**

**Module Instructor & Coordinator:** Dr Wu Pei Chuan

**Module 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:

1. An understanding of the trends of the environmental challenges (e.g., globalization, technology, labour force, employment relationship, etc.) that affect strategic HCM processes.
2. 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.
3. An awareness of how HCM systems might vary across country boundaries, and ways in which to develop and implement HCM policies and practices in firms operating in Singapore and other Asian environments.

**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 HCM
- Talent Acquisition I: Employer Branding & Attraction
- Talent Acquisition II: Selection
- Talent Development I: Performance Management
- Talent Development II: Learning & Development
- Total Rewards I: Rewards & Employee Retention
- Total Rewards II: Employee Benefits and Work-Life Balance
- International HRM: A Global Career

**Readings:**

- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2020). *Fundamentals of Human Resource Management*, 8<sup>th</sup> Edition. McGraw-Hill/Irwin.
- or
- Snell, S.A. & Morris S.S. (2019). *Managing Human Resources* (18<sup>th</sup> edition). Singapore: Cengage Learning Asia.

**Assessment (%):**

- |                          |     |
|--------------------------|-----|
| • Class contribution     | 20% |
| • Class preparation      | 10% |
| • Individual assignment  | 15% |
| • Individual Final Paper | 20% |
| • Mini project (Team)    | 15% |
| • 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 Module on Plagiarism:

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

**Pre-requisite:**

MNO1001 Management and Organisation or  
MNO1706 Organisational Behaviour

