

NATIONAL UNIVERSITY OF SINGAPORE
School of Business
Department of Management & Organisation

MNO2302 **Human Resource Management**

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Course Description and Objectives

This course introduces students to the fundamentals of human resource management (HRM). It teaches students to think about, discuss and evaluate the complexities of managing human resources 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 HRM problems. It also considers human resources from a strategic perspective, as a means of creating a high-performance workforce for the sustainable competitive advantages of firms.

This course is therefore intended for students who:

- anticipate pursuing a career in human resource management; and/or
- desire knowledge about the changing nature of people management in dynamic and international business environments.

More specifically, the course aims to provide students with:

1. An understanding of the range of the increasing number of environmental pressures (e.g. business environment, national culture, legislation, labour markets, etc.) that challenge conventional HRM.
2. A solid foundation in the core areas of HRM such as job analysis, recruitment and selection, performance management, training and development, compensation and employee and labour relations.
3. An awareness of how HRM systems might vary across country boundaries, and ways in which to develop and implement HRM 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 the existing theoretical and practical perspectives in core HRM areas;
- critically appraise and analyse the academic literature and company human resource practices; and
- recognise the strengths and weaknesses of existing HRM policies and strategies, and make effective recommendations.

Pedagogical Method

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.

Primary Text

Primary text: Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2012). *Human Resource Management: Gaining a Competitive Advantage*, 8th Edition. McGraw-Hill/Irwin.

Assessment Structure

1. Class participation	20%
2. Mid-term Test (case analysis)	20%
3. Individual response papers	20%
4. Team presentation	15%

5. Final project

25%

Course Requirements

1. Class Participation (20%)

Participation, contribution and professionalism are essential.

2. Mid-term Test: Case Analysis (20%)

For this assignment, you will be provided with a case and questions to analyze. The case will be provided in class, and you should have enough time to think about how to resolve it. Please use word counts to count the words. Any write-ups beyond 1500 words will not be graded. You may use up to three additional pages for appendices.

3. Individual Response Papers (20%)

You are expected to submit three individual response papers which present a coherent argument that addresses the questions/issues based on assigned cases/exercises (see point 4, team presentation). Please use a word counter to count the words. Any paper with more than 500 words will not be graded.

4. Team Presentation (15%)

Six HRM cases or exercises will be used for a team presentation. You will be required to form a group of five to six (depending on class size) to work on this assignment. Your group is responsible for ONE presentation, and for providing comments for the remaining cases/exercises.

5. Final Project (25%)

TBA

Schedule of Events

- 1. Overview**
- 2. Environment and strategic HRM**
- 3. HR planning and recruitment**
- 4. Selection**
- 5. Performance Management**
- 6. Training and Development**
- 7. Compensation**
- 8. Benefits**
- 9. International HRM**
- 10. Final project presentation**