Course Description and Objectives

This course introduces students to the fundamentals of human resource management (HRM). It teaches students to think, 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 firms’ sustainable competitive advantages.

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 how 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 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 actively participate in a series of classroom activities, such as seminars, case-study analyses, role-playing exercises and debates.

Primary Text and Additional Readings


Additional readings are listed in Appendix 1 (TBA). A number of relevant articles can be found in academic and business journals. The most frequently cited journals are listed below.


Business Journals: The Economist, Business Week, etc.
Assessment Structure

1. Class Participation 20%
2. Individual Assignment 40%
3. Group Project 40%

Course Requirements

1. Class Participation (20%)

Attendance and participation are essential. Each student is expected to be able to discuss the material and exchange ideas. A good portion of the learning that occurs in this course is through the sharing of experiences with your classmates. The classroom should be a laboratory in which you can test your ability to convince your peers of the correctness of your approach to complex HRM problems, and of your ability to successfully achieve the desired results through the use of that approach. A willingness to discuss and interact with other class members is important.

2. Individual Response Paper (40%)

TBA

3. Group Project (40%):

Seven HRM cases or exercises will be used for a group project and presentation. Your group is responsible for choosing ONE case/exercise for your project and presentation and for providing a group critique or prescription for the remaining six cases/exercises. The seven cases/exercises are taken from the areas below:

1. Strategic HRM
2. Recruitment
3. Selection
4. Training & Development
5. Performance Management
6. Compensation & Benefits
7. International HRM
Schedule of Events

1. Class Organisation and Overview (Chapter 1)
2. HRM in the Changing Environment (Chapter 1)
3. Strategic HRM (Chapter 2)
4. Job Analysis, HR Planning & Recruitment (Chapter 5)
5. Selection (Chapter 6)
6. Training & Development (Chapter 7)
7. Career Management (Chapter 9)
8. Performance Management (Chapter 8)
9. Compensation (Chapters 11 & 12)
10. Employee Benefits (Chapter 13)
11. International HRM (Chapter 15)
12. HRM in Asia
13. Revision