

**National University of Singapore  
NUS Business School**

**BMA 5407 MANAGING HUMAN CAPITAL IN ORGANISATIONS**

Semester Semester I, 2010/11 (Aug - Dec 2010)

Department Management & Organisation

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**Aims and Objectives**

This module discusses basic theories, concepts, practices and current issues in the management of human capital in organizations. Topics include attracting, retaining, motivating and rewarding human capital. It will also discuss the impact of globalization on human capital, global flow and cross-cultural management of human capital.

**Modes of Teaching and Learning**

Teaching methods include lectures, videos, discussion, experiential exercises and group activities. Each student is required to write a paper (12-15 pages, single-spaced) on a topic related to management of human capital. Each student is required to give an oral presentation on the progress of the paper. These presentations form an integral part of the module.

This module emphasizes a self-directed approach to learning, especially on the current issues related to human capital management in the corporate world. Students are expected to read newspapers, magazines and journals regularly. Examples are: Asia Pacific Journal of Human Resources, Asia Pacific Journal of Management, Research and Practice in Human Resource Management, Harvard Business Review, HRM Singapore, Human Resources, International Journal of Human Resource Management, Singapore Management Review, Today's Manager and others.

**Assessment**

Final examination (closed book)	50%
Paper & presentation	30%
Class participation	10%
Assignments	10%

### **Major Topics**

1. Human capital management: an overview
2. Sourcing and selecting
3. Retaining, motivating and rewarding
4. Training and developing
5. Career management
6. Managing professionals and foreign talents
7. Global flow of human capital
8. Cross-cultural sensitivity and diversity
9. International human resource management
10. Corporate social responsibility
11. Contemporary issues

For each topic, the professor will not prescribe specific chapters from specific books. Participants are expected to take the initiative to refer to whichever books or chapters that suit their reading preference.

### **Compulsory References** (Any one of the following)

Dessler, Gary and Tan, Chwee Huat (2009) Human Resource Management: An Asian Perspective, 2 ed., Singapore: Pearson Prentice Hall. [HF5549 Des 2009]

Tan, Chwee Huat and Torrington, Derek (2004) Human Resource Management in Asia, 3<sup>rd</sup> ed., Singapore: Pearson Prentice Hall. [HF5549.2 Asi T 2004]

Ivancevich, J. M. and Lee, Soo Hoon (2002) Human Resource Management in Asia, Singapore: McGraw Hill [HF5549.2 Asi.2002]

### **Other References (more will be recommended in due course)**

Bernardin, H. John (2007) Human Resource Management – An Experiential Approach, 4ed. McGraw Hill [HF5549.2 Uni.B 2007]

Bucknall, H. and Ohtaki, R. (2005) Mastering Business in Asia: Human Resource Management, Wiley [HF5549.2 Asi.Ma 2005]

Budhwar, Pawan (2004) Managing Human Resources in Asia Pacific, Routledge [HF5549.2 Asi.Ma 2004]

Chen, Min (2004) Asian Management Systems, 2<sup>nd</sup> ed., London, Thompson Learning. [HD70 Eas Ch 2004]

Chatterjee, Samir R. and Nankervis, Alan R. (2007) Asian Management in Transition: Emerging Themes, New York: Palgrave Macmillan. [HD70 Asi.As 2007]

- Debroux, Philippe (2003) *Human Resource Management in Japan: Changes and Uncertainties*, Hampshire: Ashgate [HF5549.2 Jap.D 2003]
- Dessler, Gary (2008) *Human Resource Management*, 11<sup>th</sup> ed., Pearson [HF5549 Des 2008]
- Edwards, T. and Rees, C. (2006) *International Human Resource management*, Pearson [HR5549.5 Ent.Ed 2006]
- Fukukawa, Kyoko (2010) (ed.) *Corporate Social Responsibility in Asia*, London: Routledge [HD60.5 Asi-Co 2010]
- Gray, Dina (2001) *Intellectual Capital: Measuring and Enhancing the True Value of Your Business*, London: Financial Times / Prentice Hall. [HL HD53 Gra]
- Ivancevich, John (2007) *Human Resource Management*, 10<sup>th</sup> ed. McGraw Hill. [HF5549 Iva 2007]
- Kidd, John B., Li, Xue., and Richter, F.J. (2001) (eds) *Advances in Human Resource Management in Asia*, New York: Macmillan [HF5549.2 Asi.Ad]
- Lawson, Karen (2009) *The Trainer's Handbook*, San Francisco: Pfeiffer [HF5549.5 Tra.Law 2009]
- McClay, Renie and Irwin, LuAnn ( ) *The Essential Guide to Training Global Audiences*, San Francisco: Pfeiffer [HF5549.5 Tra.Mc 2008]
- Patrickson, Margaret and O'Brien, Peter (2001) (eds.) *Managing Diversity: An Asian and Pacific Focus*, Milton: Wiley Australia [HF5549 Min Man]
- Rickard, C., Baker, J., and Crew, Y. T. (2009) *Going Global – Managing the HR Function Across Countries and Cultures*, Surrey: Gower [HF5549 Ric 2009]
- Rowley, Chris and Abdul-Rahman, S. (2008) (eds.) *Changing Face of Management in Southeast Asia*, Routledge [HF5549.2 Asi.Ch 2008]
- Rowley, Chris and Warner, Malcolm (2008) (eds.) *Globalizing International Human Resource Management*, Routledge [HD6971 Glo 2008]
- Shen, Jie and Edwards, Vincent (2006) *International Human Resource Management in Chinese Multinationals*, London: routledge. [HF5549.2 Chi.S2006]
- Ulrich, David (1997) *Human Resource Champions: The New Agenda for Adding Values and Delivering Results*, Boston: Harvard Business School Press [HF5549 Ulr]

Page 4

Vo, Anne Ngoc (2009) *The Transformation of Human Resource Management and Industrial Relations in Vietnam*, Oxford: Chandos Publishing [HF5549.2 Vie.Vo 2009]

Warner, Malcolm (2005) (ed.) *Human Resource Management in China Revisited*, London: routledge [HF5549.2 Chi.Hu 2005]

Zhu, Cherrie (2005) *Human Resource Management in China*, London: Routledge. [HF5549.2 Chi Z 2005]

#### References (Singapore)

CCH Asia (2007) *HR Practitioner's Guide Singapore*, Singapore: CCH Asia [HF5549.17 Hrp 2007]

Chandran, Ravi (2008) *Employment Law in Singapore*, 2ed. Singapore: Lexis Nexis [KPP125.5 Cha 2008]

Ho, Geok Choo (2007) *HR Metamorphosis: Themes and Perspectives of HR Management in Singapore*, Singapore Human Resources Institute [HF5549.212 Ho 2007]

Singapore Human Resources Institute (2008) *Survey Report on Singapore's Changing Employment Landscape: Employee turnover and learning and development*. [HF5549.5 Tur.Su 2008]

Tan Chwee Huat (2006) *Singapore HR Quictionary*, Singapore Human Resources Institute [HF5549 Sin 2006]

Tan Chwee Huat (2007) *Employment Relations in Singapore*, 5<sup>th</sup> ed. Singapore: Pearson Prentice Hall [HD8769.2 Tch 2007]

Tay, Catherine (2002) *Know Your Employment Rights and Obligations*, Singapore: Time Books International [KPG5125 Tay 2002]

Ministry of Manpower ([www.mom.gov.sg](http://www.mom.gov.sg))

National Trades Union Congress ([www.ntuc.org.sg](http://www.ntuc.org.sg))

Singapore Human Resources Institute ([www.shri.org.sg](http://www.shri.org.sg))

Singapore National Employers Federation ([www.sgemployers.com](http://www.sgemployers.com))

Singapore Training and Development Association ([www.stada.org.sg](http://www.stada.org.sg))

Workforce Development Agency ([www.wda.gov.sg](http://www.wda.gov.sg))