

## **Annexe A: New/Revised Course Content in OBTL+ Format**

### **Course Overview**

The sections shown on this interface are based on the templates [UG OBTL+](#) or [PG OBTL+](#)

If you are revising/duplicating an existing course and do not see the pre-filled contents you expect in the subsequent sections e.g. Course Aims, Intended Learning Outcomes etc. please refer to [Data Transformation Status](#) for more information.

Expected Implementation in Academic Year	
Semester/Trimester/Others (specify approx. Start/End date)	
Course Author * Faculty proposing/revising the course	Don Willis
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Course Title	STRATEGIC HR MANAGEMENT & CONSULTING
Course Code	BH2605
Academic Units	0
Contact Hours	39
Research Experience Components	

## Course Requisites (if applicable)

Pre-requisites	AB1601-Organizational Behavior & Design AB1202-Statistical & Quantitative Methods
Co-requisites	
Pre-requisite to	
Mutually exclusive to	
Replacement course to	
Remarks (if any)	

## Course Aims

People are at the heart of all organizations. The finest hardware, systems, policies etc., can only function as effectively as the people operating/implementing them. Human Capital plays a pivotal role in providing organizations with the edge to not only survive but to thrive amidst the stiff global competition that pervades the business world of today. People are a precious resource in any organization and if well nurtured and led, will form the platform upon which success can be achieved.

In this course, you will acquire the body of knowledge to understand the key elements in the field of HR as well as to be a Business Partner and an HR Consultant. This course is for all students who are pursuing the HRC Specialization and for those who are interested to learn about Strategic HRM and how to become an HR Consultant.

## Course's Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, you (student) would be able to:

ILO 1	Explain the key HR functions of Staffing, Development, Compensation, Health & Safety, Employee Relations and Research.
ILO 2	Explain the importance of ensuring fit between these HR practices and the overall strategy of the organization.
ILO 3	Analyze the current challenges faced by organizations and apply their knowledge of HR to meet these challenges.
ILO 4	Develop knowledge of the consulting process and core skills required of HR consultants.

## Course Content

The course comprises 13 three-hour Seminar-styled sessions from teaching weeks 1-13. You will learn about the fundamentals of HRM, Strategic HR and how to be an HR Consultant. Key Topics include Talent Acquisition, Talent Development, Total Rewards, Employment Law and TAFEP, Employee Engagement, Employee Health and Safety, Strategic HR and HR Strategies and competencies and skills required of HR Consultants. In addition, contemporary issues involving HR Digitalization, HR Analytics and HR Competencies will be introduced.

## Reading and References (if applicable)

You will be provided with customized readings. Supplementary Readings for certain topics will also be provided. Details will be provided in the announcements in NTU Learn at least 2 weeks before the commencement of the course.

## Planned Schedule

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
1	SHRM 1: Introduction to SHRM	Cust omiz ed Read ing	Team Formation		Team Formation
2	SHRM 2: HR Strategy & Analysis	Cust omiz ed Read ing	Briefing on Assignments		Briefing on Assignments
3	SHRM 3: HRM and Org Development	Cust omiz ed Read ing	<ul style="list-style-type: none"> <li>• ‘Mini’ Team Building</li> <li>• Trial Quiz</li> </ul>		<ul style="list-style-type: none"> <li>• ‘Mini’ Team Building</li> <li>• Trial Quiz</li> </ul>
4	SHRM 4: Job Analysis and Talent Management	Cust omiz ed Read ing	<ul style="list-style-type: none"> <li>• FC 1: IHRP’s Competency Framework</li> <li>• Quiz 1 (SHRM 1,2,3)</li> </ul>		<ul style="list-style-type: none"> <li>• FC 1: IHRP’s Competency Framework</li> <li>• Quiz 1 (SHRM 1,2,3)</li> </ul>
5	SHRM 5: Personnel Planning & Recruitment	Cust omiz ed Read ing	FC 2: Internal and External Consultants		FC 2: Internal and External Consultants
6	SHRM 6: Selecting Employees + Reliability, Validity	Cust omiz ed Read ing	<ul style="list-style-type: none"> <li>• FC 3: The Barnum Effect</li> <li>• Quiz 2 (SHRM 4+5)</li> </ul>		<ul style="list-style-type: none"> <li>• FC 3: The Barnum Effect</li> <li>• Quiz 2 (SHRM 4+5)</li> </ul>
7	SHRM 7: Training and Development	Cust omiz ed Read ing 1	FC 4: HR Analytics in Trg and Dev		FC 4: HR Analytics in Trg and Dev

Week or Session	Topics or Themes	ILO	Readings	Delivery Mode	Activities
8	SHRM 8: Performance Management and Appraisal	Cust omiz ed Read ing	<ul style="list-style-type: none"> <li>• FC 15: 360 Deg Feedback Systems</li> <li>• Quiz 3 (SHRM 6+7)</li> </ul>		<ul style="list-style-type: none"> <li>• FC 15: 360 Deg Feedback Systems • Quiz 3 (SHRM 6+7)</li> </ul>
9	SHRM 9: Managing Employee Retention, Engagement & Careers	Cust omiz ed Read ing	FC 6: The Psychological Contract		FC 6: The Psychologica l Contract
10	SHRM 10: Compensation and Total Rewards	Cust omiz ed Read ing	<ul style="list-style-type: none"> <li>• FC 7: HR Digital Transformation</li> <li>• Quiz 4 (SHRM 8+9)</li> </ul>		<ul style="list-style-type: none"> <li>• FC 7: HR Digital Transformati on • Quiz 4 (SHRM 8+9)</li> </ul>
11	SHRM 11: Employee and Labor Relations	Cust omiz ed Read ing	FC 8: TAFEP		FC 8: TAFEP
12	SHRM 12: Employee Health and Safety	Cust omiz ed Read ing			
13	SHRM 13: Team Presentations				

## Learning and Teaching Approach

Approach	How does this approach support you in achieving the learning outcomes?
Seminars	Seminars are designed to provide opportunities for you to gain theoretical knowledge on HR and HR Consulting (both as internal and external consultants). These will be achieved through presentations, experiential learning activities and flipped classroom (working in teams of 5, all of you will have the opportunity to teach your peers on a pre-determined topic which will be given in advance).
Skills development	<p>A major learning outcome is the development of skills which are practical in nature and cannot be achieved by reading and writing. These include:</p> <ul style="list-style-type: none"> <li>• Effective Presentation Skills: You will learn how to deliver an effective presentation in terms of both content and delivery.</li> <li>• Consulting Skills: You will learn how to be an effective HR consultant (both internal to your organization, and external to other organizations).</li> </ul>
Critical Thinking Team Assignment	<ul style="list-style-type: none"> <li>• Working in teams of 4-5, you are to carry out independent research using the internet, HR publications, journals, etc., on a specific HR related topic.</li> <li>• Teams are to apply critical thinking to evaluate articles on contemporary HR topics. Details will be provided in the BH2605 Assignment Guide. This includes summarizing key issues, identifying and evaluating the credibility of various perspectives (including analysis of relationships and tensions) and assumptions, and deriving concrete conclusions, implications and/or recommendations.</li> <li>• The above-mentioned is to culminate in a 2000-word essay. Grading will be for content and critical thinking, using the Critical Thinking rubrics.</li> <li>• A Peer Evaluation using rubrics on Teamwork and Interpersonal Skills (Peer Evaluation) will be used to moderate individual final grades.</li> <li>• The assignment is due at the end of Week 7.</li> </ul>
Flipped Classroom Presentation (mini-teach)	<ul style="list-style-type: none"> <li>• You will have to do research on various HR Consultancy related topics. The topics for discussion will be provided in the BH2605 Assignment Guide.</li> <li>• You will then present your research findings in a Flipped-Classroom setting.</li> <li>• This 'mini-teach session' will be done via a video-recording and is to be uploaded on the Blog site(s) in NTULearn that will be created for this purpose.</li> <li>• You are strongly encouraged to do your own research and apply critical thinking to the relevant issues prior to the seminar.</li> <li>• Marks will be awarded accordingly on an individual basis (see rubrics Strategic Consulting and Communication: Individual Presentation)</li> <li>• The schedule for these presentations will be made known during Seminar 2.</li> </ul>
Class Participation	<p>Class Participation marks will be awarded from the following:</p> <ul style="list-style-type: none"> <li>• Participation/Contributions during the Seminars</li> <li>• Participation/Contributions to the flipped-classroom 'mini-teach' sessions</li> </ul>

Approach	How does this approach support you in achieving the learning outcomes?
Team Presentation	<ul style="list-style-type: none"> <li>• This is a follow up from the Team Critical Thinking Assignment. Details will be provided in the BH2605 Assignment Guide.</li> <li>• Taking on the role of HR Consultants, you are to present your solutions to a mock panel comprising the HR directors of various organizations.</li> <li>• This will be done during Week 14 (Seminar 13).</li> <li>• Each team will have 15 minutes to present their findings, with a maximum of 10 slides. • This will be followed by a 10 min Q+A.</li> <li>• Marks will be awarded for both content (at the team level) and effective presentation (at the individual level), i.e., Communicating to Influence using Strategic Consulting and Communication (Team Presentation) – Team Component and Individual Component Rubrics.</li> <li>• A Peer Evaluation using rubrics on Teamwork and Interpersonal Skills (Peer Evaluation) will be used to moderate individual final grades</li> </ul>
Quiz	<ul style="list-style-type: none"> <li>• 4 Quizzes (each testing on the major areas of HR Consulting) will be conducted during the course. The dates for the quiz will be made known during Seminar 2.</li> <li>These will comprise MCQ-type questions.</li> </ul>

# Assessment Structure

Assessment Components (includes both continuous and summative assessment)

No.	Component	ILO	Related PLO or Accreditation	Weightage	Team/Individual	Rubrics	Level of Understanding
1	Continuous Assessment (CA): Assignment(Critical Thinking Team Assignment)	1,3	Critical Thinking, Teamwork & Interpersonal Skills	20	Team		
2	Continuous Assessment (CA): Presentation(Flipped Classroom Presentation)	1,2,3	Acquisition of knowledge, Oral Communication	20	Individual		
3	Continuous Assessment (CA): Class Participation(Class Participation)	1,3,4	Critical Thinking, Oral Communication	20	Individual		
4	Continuous Assessment (CA): Presentation(Team Presentation)	1,3,4	Oral Communication, Teamwork & Interpersonal Skills	20			
5	Continuous Assessment (CA): Test/Quiz(Quiz)	1,2	Acquisition of knowledge	20	Individual		

Description of Assessment Components (if applicable)

## Formative Feedback

Formative Feedback is central to this course. You will be provided with the following:

- 1.Written Assignments: Written feedback on strengths and areas for development will be provided in relation to the respective assignment rubrics.
- 2.Quiz:Correct answers and corresponding explanations will be provided at the end of the quiz. Students will also receive their scores at the end of the quiz.
- 3.Class Participation and Presentations: Written feedbackwill be provided to help participantsto improve on their presentation skills.



## NTU Graduate Attributes/Competency Mapping

This course intends to develop the following graduate attributes and competencies (maximum 5 most relevant)

Attributes/Competency	Level
Communication	Intermediate
Curiosity	Intermediate
Decision Making	Intermediate
Information Literacy	Intermediate
Critical Thinking	Intermediate

# Course Policy

## Policy (Academic Integrity)

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## Policy (General)

- (1) Attendance: To get the most out of the course, you are required to attend all seminars. You are required to provide a valid reason, e.g., medical certificate if you are not feeling well to your instructor to account for any absence. Failure to do so will be taken as absence without a valid reason, and will affect your grades for class participation, quizzes, etc.
- (2) Punctuality: Lessons will start on time. You are expected to be punctual and arrive before the start of class as late arrivals will be disruptive to class activities and considered disrespectful to the instructor and your fellow students.
- (3) Preparation and Participation: To gain the most out of the seminars, you are expected to prepare well by reading and working on all assigned material prior to seminar and to participate actively in all sessions.
- (4) NTULearn: The NTULearn system will be used to facilitate the posting of assignments, course materials, blogs, discussion forums, announcements, etc.
- (5) Penalties for late submissions/exceeding word-count: Penalties will be imposed for late submissions that are not supported with valid reasons. A penalty of 1 (ONE) grade will be imposed for each day that the assignment is submitted late. For example, a grade of 'A-' would be reduced to a 'B+' if the assignment is submitted up to 24 hours late, and to a 'B' if it is between 24-48 hrs late and so on. To ensure equity, you are reminded to stay within the word limit set for each assignment. Parts of the assignment that exceed the word limit will not be considered for grading.
- (6) Consultations: These will be provided during the seminar itself. In addition, time will be set for you to see your instructor outside seminar times.

## Policy (Absenteeism)

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## Policy (Others, if applicable)

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Last Updated By: Koh Yi Jing