**GC UNIVERSITY, FAISALABAD**

## FACULTY OF ECONOMICS & MANAGEMENT SCIENCES

**LYALLPUR BUSINESS SCHOOL (LBS)**



# Course Specifications

**MGT-404**

**HUMAN RESOURCE MANAGEMENT**

**Spring – 2022**

<http://www.gcuf.edu.pk/>

**COURSE SPECIFICATIONS**

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| Basic Information | | | | | |
| Course Title: | HUMAN RESOURCE MANAGEMENT | | | | |
| Course Code: | | MGT-404 | | | |
| Course credits/week: | | Theory: 03 | Lab: Nil | | Total: 03 |
| Pre-requisite(s): | | Principles of Management | | | |
| Co-requisite(s): | |  | | | |
| Program(s) on which the course is given: | | MBA 2nd Semester | | | |
| Is the course major or minor element of the program: | | Major: | | Minor: | |
| Department offering the program: | | Lyallpur Business School (LBS) | | | |
| Department offering the course: | | LBS (Management) | | | |
| Academic year/level: | | 1 | | | |
| Revision #: | |  | | | |
| Last revised on (date): | | 13.02.2022 | | | |

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| **Overall Aims of the Course** | | |
| **Course Description:**  The aim of this course is to introduce students to the principles and practice of contemporary human resource management with a specific focus on the strategic role that it plays in helping organisations build and maintain competitive advantage. The course will explore the theory and practice of human resource management across the following areas: workforce planning; ethical and legal frameworks for HRM; employee selection; training and development; performance management; compensation; employee relations; diversity management; health, safety and wellbeing; employee separation; and HRM in a global environment. Students are introduced to the management of an organization's workforce through the design and implementation of effective human resources policies and procedures. Current Pakistani issues and practices are examined. Topics include the need for human resources management and its growing professionalism; human resource planning including job design and analysis; recruitment and selection; compensation; employee development; workplace health and safety; and employee relations.  **Course Objectives are:**  After successfully completing this course, students will be able to:   * Develop the knowledge, skills and concepts needed to resolve actual human resource management problems or issues. * Manage the employment relationship, which is a shared responsibility between employers, management, human resources specialists, and employees. * Identify the human resources needs of an organization or department. * Conduct a job analysis and produce a job description from the job analysis. * Evaluate the procedures and practices used for recruiting and selecting suitable employees. * Assess training requirements and design a successful orientation and training program. * Discuss workplace health and safety programs and the roles of the employer and the employee in enforcing health and safety policies and procedures. * Explain the responsibilities of management, HRM specialists, managers, and employees in managing the employment relationship in a unionized or a non-unionized environment.   **Learning Outcomes:**  By the end of this course, students should be able to:   * Recognise and discuss the critical role that effective people management plays in building and maintaining competitive advantage in contemporary organisations. * Demonstrate an understanding of basic HR functions, and the theories, concepts, models, and methods that inform HR practice. * Apply HRM concepts and technical knowledge to the analysis of HRM problems, cases, and issues. * Write a research report that demonstrates an effective synthesis of research findings with relevant research literature. * Recognise and demonstrate the behaviours and attitudes required for effective teamwork. | | |
| **Weekly Work Plan:**  **Our weekly class Instructions and discussions will follow this plan:**  **1st – 2nd Week: Part 1**  Chapter – 1: Managing Human Resource Today (Page 33 – 55), Chapter 2: Managing Equal Opportunity and Diversity (Page 56- 85), Chapter 3: Human Resource Strategy (86 - 112) (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **3rd – 4th Week: Part 2**  Chapter – 4: Job Analysis and Talent Management (Page 114 – 145), Chapter 5: Personal Planning and Recruitment (Page 146- 179), (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **5th – 6th Week: Part 2, 3**  Chapter 6: Selecting Employess (180 - 220), Chapter – 7: Training and Development Employess (Page 222 - 254), (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **7th - 8th Week: Part 3**  Chapter 8: Performance Management and Appraisal (Page 255 - 281), Chapter 9: Managing Careers (282 - 318), (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **Mid Semester Examination**  **10th Week – 11th Week: Part 4**  Chapter – 10: Developing Compensation Plans (Page 319 - 353), Chapter 11: Pay for Performcae and Employee Benefits (Page 354 - 388), (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **12th Week – 13th Week: Part 5**  Chapter – 12: Maintaining Positive Employee Relations (Page 390 – 416), (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **14th Week – 15th Week**  Chapter – 13: Labor Relations and Collective Bargaining (Page 417 – 448) (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **16th Week – 17th Week**  Chapter – 14: Improving Occupational Safety, Helath and Risk Management (Page 449 – 482) (fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher)  **Final Semester Examination** | | |
| **Weekly Course Objectives:** | | |
| **Week** | **Module** | **Intended Learning Objectives** |
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| **1 - 2** | **Introduction, Managing Human Resource, EEO** | After reading this chapter, you will be able to   * Explain what we mean by strategic human resource management. * Describe the importance of human resource management. * Identify the primary external influences affecting human resource management. * Discuss the effect of labor unions on human resource management. * Outline the components and the goals of the staffing, training, and development * functions of human resource management. * List the components and goals of the motivation and maintenance functions. * Outline the major activities in the employment, training and development, * Explain how human resource management practices differ in small businesses and in international settings. * Define the terms adverse impact, adverse treatment, and protected group members. * Discuss how a business can protect itself from discrimination charges. * Define what constitutes sexual harassment in today’s organizations. * Discuss the term glass ceiling. * Identify legal issues faced when managing HR in a global environment. |
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| **3 - 4** | **Job Analysis**  **and**  **Talent Management, Personal Planning**  **And**  **Recruitment** | * After reading this chapter, you will be able to * Describe the importance of human resource planning. * Define the steps involved in the human resource planning process. * Explain what human resource information systems are used for. * Define the term job analysis. * Identify the six general techniques for obtaining job analysis information. * Describe the steps involved in conducting the job analysis. * Explain job descriptions, job specifications, and job evaluations. * Identify elements of job enrichment that contribute to employee morale and productivity. * Describe how job analysis permeates all aspects of HRM. * Explain flexible scheduling alternatives. * Define the term recruiting. * Identify the dual goals of recruiting. * Explain what constraints a human resource manager encounters when determining recruiting sources. * Identify the principal sources involved in recruiting employees. * Describe the advantages and disadvantages of employee referrals. * Identify three important variables that affect response rates to job advertisements. * Explain what distinguishes a public employment agency from a private employment agency. * Describe the benefits of online recruiting. * Explain the concept of employee leasing and the organizational benefits of such an arrangement. |
| **5 - 6** | **Selecting Employess, Training**  **and Development Employess** | After reading this chapter, you will be able to   * Describe the selection process. * Identify the primary purpose of selection activities. * Discuss why organizations use application forms. * Explain the primary purposes of performance simulation tests. * Discuss the problems associated with job interviews and means of correcting them. * Specify the organizational benefits derived from realistic job previews. * Explain the purpose of background investigations. * List three types of validity. * Explain how validity is determined. * Define socialization. * Identify the three stages of employee socialization. * Identify the key personnel involved in orientation. * Describe the purpose of the employee handbook and explain what information * should be included in the handbook. * Explain why employee training is important. * Define training. * Describe how training needs evolve. * Discuss the term organizational development and the role of the change agent. * Explain the term learning organization. * Describe the methods and criteria involved in evaluating training programs. * Explain issues critical to international training and development. |
| **7 - 8** | **Performance Management ,**  **Appraisal**  **and**  **Managing Careers** | After reading this chapter, you will be able to   * Identify the three purposes of performance management systems and whom they serve. * Explain the six steps in the appraisal process. * Discuss absolute standards in performance management systems. * Describe relative standards in performance management systems. * Discuss how management by objective (MBO) can be used as an appraisal method. * Explain why performance appraisals might be distorted. * Identify ways to make performance management systems more effective. * Describe the term 360-degree appraisal. * Explain the criteria for a successful performance appraisal meeting. * Discuss how performance appraisals may differ in a global environment. Explain who is responsible for managing careers. * Describe the term career. * Discuss the focus of careers for both organizations and individuals. * Describe how career development and employee development differ. * Explain why career development is valuable to organizations. * Identify the five traditional stages involved in a career. * List the Holland vocational preferences. * Describe the implications of personality typologies and jobs. * Identify several suggestions that you can use to manage your career more effectively. |
| **10 - 11** | **Developing Compensation Plans**  **And**  **Pay for Performcae**  **And**  **Employee Benefits** | After reading this chapter, you will be able to   * Explain the various classifications of rewards. * Discuss why we call some rewards membership based. * Define the goal of compensation administration. * Discuss job evaluation and its three basic approaches. * Explain the evolution of the final wage structure. * Describe competency-based compensation programs. * Discuss why executives’ salaries are significantly higher than those of other employees. * Describe the balance-sheet approach to international compensation. * Discuss why employers offer benefits to their employees. * Contrast Social Security, unemployment compensation, and workers’ compensation benefits. * Identify and describe the major types of health insurance options. * Discuss the important implications of the Employee Retirement Income Security Act. * Outline and describe major types of retirement programs organizations offer. * Explain the reason companies offer vacation benefits to their employees. * Describe the purpose of disability insurance programs. * List the various types of flexible benefit option programs. |
| **12 - 15** | **Maintaining Positive Employee Relations**  **And**  **Collective Bargaining** | After reading this chapter, you will be able to   * Define the term union. * Discuss what effect the Wagner and the Taft-Hartley Acts had on * labor–management relations. * 4 Describe the union-organizing process. * Describe the components of collective bargaining. * Identify the steps in the collective-bargaining process. * Explain the various types of union security arrangements. * Describe the role of a grievance procedure in collective bargaining. * Identify the various impasse-resolution techniques. * Discuss how sunshine laws affect public-sector collective bargaining. |
| **16 - 17** | **Improving Occupational Safety, Helath and**  **Risk Management** | After reading this chapter, you will be able to   * Discuss the organizational effect of the Occupational Safety and Health Act. * List the Occupational Safety and Health Administration’s (OSHA) enforcement priorities. * Explain what punitive actions OSHA can impose on an organization. * Describe what companies must do to comply with OSHA record-keeping requirements. * Identify ways that OSHA assists employers in creating a safer workplace. * Describe most commonly cited OSHA safety violations. * Explain what companies can do to prevent workplace violence. * Define stress and the causes of burnout. * Explain how an organization can create a healthy work site. * Describe the purposes of employee assistance and wellness programs |

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| **Required Learning Resources** | |
| Text Book(s):  (Title, Author, Edition, Publisher) | Fundamentals of Human Resource Management by Gary Dessler, 4th Edition, Pearson Publisher |
| Reference Book(s):  (Title, Author, Edition, Publisher) | * + Fundamentals of Human Resource Management. Irwin McGraw-Hill: New York.   + Human Resource Management, 11th Edition International Student Version. By David A. DeCenzo, Stephen P. Robbins and Susan L. Verhulst, Wiley, 2013   + Lepak, D. and Gowan, M. (2016). Human resource management: managing employees for competitive advantage. Second edition. |

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| Articles/Journals/Periodicals:  (Title, Publisher) | * + Case Studies Given in class   + Noe, R. A., Hollenbeck, J. R., Gerhart, B. A., & Wright, P. M. (2007). Fundamentals of human resource management. |

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| **Facilities Required for Teaching and Learning** |
| **-White Board**  **-Multimedia** |

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| **Assignments Schedule & Quiz** | | | | | |
| **No.** | **Week Assigned** | **Week Due** | **QUIZ TESTS** | | |
| **1** | **3** | **4** | Every student will be required to submit 2 assignments and to make at least 1 oral presentation on assigned topic. | | |
| **2** | **8** | **9** |
| **Examination / Weighting of Assessments & Quizzes** | | | | | |
| **Quizzes + Assignments + Class Participation + Projects** | | | | **20** | **%** |
| **Mid-semester examination** | | | | **30** | **%** |
| **End-semester examination** | | | | **50** | **%** |

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| **Grading Criteria** |  |
| **Letter Grade** | **Percentage Marks** |
| **A** | **80 -100 EXCELLENT** |
| **B** | **65-79.99 GOOD** |
| **C** | **50-64.99 SATISFACTORY** |
| **D** | **40-49.99 PASS** |