



HUMAN CAPITAL MANAGEMENT (HRM – 832)

National University of Sciences &
Technology

Course Details:

Course Title: Human Capital Management

Course Code: HRM-832

Credit Hours: 3

Pre-requisite: (None)

Course Description:

“Great vision without great people is irrelevant.”

- Jim Collins, Good to Great

Of the entire resources available to human endeavor, it is perhaps ironically the human capital that most often presents the greatest perplexities to managers. Just as some business leaders might argue that it is the organization’s most important asset, others may assert that it is also the most nebulous. As organizations today continuously strive to keep abreast of their rapidly changing business environments, they are coming to understand that human capital management must assume an increasingly important role.

The intention of the course is to teach the principles of human capital i.e. how an organization acquires, rewards, motivates, uses, develops and generally manages its people effectively. In addition to providing a basic conceptual framework for managers, the course will introduce the students to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today’s increasingly complex workplace.

“Always recognize that human individuals are ends, and do not use them as means to your end.”- Immanuel Kant, Critique of Pure Reason

Course Learning Outcomes:

On successful completion of this course the students will gain definitive command in the following areas:

- **CLO 1: Explain** all key environmental factors impacting the recruitment and selection, training and development, performance management, and compensation of employees.
- **CLO 2: Evaluate** diverse human resource management processes and practices within a modern workplace.
- **CLO 3: Model** teamwork by building emotional intelligence and critical thinking in a group setting.
- **CLO 4: Analyze** technical human resource skills for individual and group development.
- **CLO 5: Prioritize** programs that inculcate a moral compass in employees and encourage wellbeing of human resources in an organization.

Program Goals & Learning Objectives:

Goal 1: Students will be capable of critical thinking

LO 1.1: Students will be able to solve problems with the application of business knowledge.

LO 1.2: Students will be able to evaluate competing decision criteria and alternatives

Goal 2: Students will demonstrate leadership skills

LO 2.1: Students will be able to develop the ability to lead and manage in teams

LO 2.2: Students will be able to make sound decisions

Goal 3: Students will learn to communicate effectively

LO 3.1: Students will be able to communicate effectively in oral presentations

LO 3.2: Students will be able to create professional reports

Goal 4: Students will deal with the ethical dilemmas that arise in a business environment

LO 4.1: Students will be able to identify ethical concerns emanating from a business situation

LO 4.2: Students will be able to apply ethical guidelines to address business problems by examining a set of alternatives

Mapping - CLOs with LOs

Learning Objective	LO 1.1	LO 1.2	LO 2.1	LO 2.2	LO 3.1	LO 3.2	LO 4.1	LO 4.2	Not mapped	Evaluation Item
CLO 1	●									End Semester Exam
CLO 2		✓								Case Study
CLO 3			✓							Project – Organization Review
CLO 4			✓							Quiz
CLO 5								✓		Quiz

Legend: ✓ indicates mapped and assessed CLO, ● mapped but not assessed and x unmapped CLO.

Required Course Material:

The following book is the required text for this course;

- Dessler G., (2023) Human Resource Management, 17th Edition, Pearson.
- Other books or material, to be prescribed from time to time

Course Evaluation:

The course content is structured in pedagogical sections that enable easy understanding and learning. Given that this is an interactive course, the assessment is based on contributions by the students, i.e. ability to identify key issues and development of an informed response. The break-up of total grade is as follows:

- **Assignment- Analysis (10%)**
- **Organizational Review, Primary Research- (Presentation 15% and Report 20%)**
- **Quiz (10%)**
- **Class Participation (5%)**
- **Cases Study and Secondary Analysis (10%)**

- **End Semester (30%)** - Exams will be held as per the schedule announced by the exam department.

Course Content:

The course content is structured in sections that enable easy understanding and learning. The weekly breakdown of the course is given below. The weekly timeline is indicative and the sequence is subject to changes, if the need is felt.

Weekly Schedule:

Course Content (Weekly)

Week	Lecture No. & Topic	Preparation Material	Related CLO
1	Introduction to the Course <ul style="list-style-type: none"> ▪ Course Outline, Policies & Rationale Strategic Planning & HRM <ul style="list-style-type: none"> ▪ Fundamentals of HR Planning ▪ Strategic Management & HRM 	Dessler G., (2023)	CLO 1, CLO 2
2	Job Analysis and Design <ul style="list-style-type: none"> ▪ Basics of Job Analysis ▪ Methods for Collecting Information ▪ Writings JDs ▪ Writing Job Specifications ▪ JAD in the Era of Empowerment 	Dessler G., (2023)	CLO 1, CLO 3
3	Assessment of As-Is Analysis-Initial Case	Organization selection and primary research	CLO 3, CLO 4
4	HR Planning and Recruitment / <ul style="list-style-type: none"> ▪ Planning and Forecasting ▪ Effective Recruitment ▪ Internal vs. External Sources ▪ Formal vs. Informal Methods ▪ Diversity 	Dessler G., (2023)	CLO 1
5	Selection, Interview and Placement <ul style="list-style-type: none"> ▪ Types of Tests ▪ Interviews and Other Selection Methods ▪ Design and Conduct 	Dessler G., (2023)	CLO 1
6	Training and Development <ul style="list-style-type: none"> ▪ Training Need Analysis ▪ Training Programs ▪ Evaluating Training Effort 	Dessler G., (2023)	CLO 1

7	Performance Management <ul style="list-style-type: none"> ▪ Techniques for Appraising Performance ▪ Dealing with Appraisal Problems ▪ Performance Management versus Performance Appraisal 	Dessler G., (2023)	CLO 1
8-9	Strategic Pay Plans <ul style="list-style-type: none"> ▪ Factors Determining Pay ▪ Establishing Pay Rates ▪ Competency Based Pay ▪ Internal vs. External Equity ▪ Issues in Compensation 	Dessler G., (2023) Human Resource Management, Prentice Hall, Global Edition	CLO 1 and CLO 3
10-11	Compensation & Reward Systems/Case Analysis <ul style="list-style-type: none"> ▪ Money and Motivation ▪ Individual Incentive Programs ▪ Team and Organizational Incentives ▪ Designing Effective Plans ▪ Benefits and Perks 	Dessler G., (2023)	CLO 1, CLO 2
11	Building Employee Relations and Diversity/Case Study	Dessler G., (2023)	
12	Leading & Managing Teams	Dessler G., (2023)	CLO 3
13	Ethics in HR	Dessler G., (2023)	CLO 5
14	Managing Global HR / Case Study <ul style="list-style-type: none"> ▪ Internationalization of HR ▪ Implementing a Global HR System ▪ Cultural factors ▪ International Staffing Approaches 	Dessler G., (2023)	CLO 2
15-16	Final Project- Report and Presentations	Organization study-assessment, analysis and recommendations	CLO 2
17	Buffer Week		
18	End Semester Exam		
