

HRM-342 Human Resource Management (3 CHs)

Pre-requisite: None

Course Description:

As we move further into the 21st century, we must understand how workforce trends are changing, both globally and locally. The era of Human Resource (HR) department receiving orders from the senior management their goals is now over. Today, the role of HR is a more strategic one. Strengthening the HR department and strategically linking it to the goals of the company can mean the difference between successful and unsuccessful companies. At present, Pakistan faces many challenges, one of which lies in the hugely untrained and under-developed workforce. This, compounded with the fact that HR in Pakistan is still in its infancy stages and most employees working in HR departments of organizations have no specialist training in HR. Today, students who are actively involved in the study of contemporary HR management practices have a better understanding of the changing business environment.

Today's graduate must have the knowledge of the processes of engagement, contribution, and productivity of the employees. This course will focus on building their skills in the multiple aspects of Human Resource Management (HRM). They will gain exposure to multiple aspects of recruitment, training, and overall management of people in an organization. Apart from that, the course aims to give exposure to how HRM works in the Pakistani context through field work as well as through guest speaker sessions.

Course Objectives:

This course will help students understand and explain:

- Fundamental processes related to conducting job analysis, overall recruitment, and selection techniques.
- Organizational strategy towards planning for employee needs
- Managing the appraisal process, wages, and overall labor requirements
- Modern approaches to training and managing the development process of employees to equip them for future challenges.

Course Learning Outcomes:

After the completion of the course, the students will have developed:

- A strong conceptual base of HR.
- An understanding of designing HR processes from start to finish.
- The ability to explain how international variables affect local HR processes and procedures, especially regarding expatriate management.
- An understanding of how HR contributes to an organization's strategy.

Course Contents:

- Introduction to Human Resource Management
 - What is HRM? Roles of HR, Modern Challenges Facing HR
 - Fundamentals of HRM – HRM Functions, The HRM Department, Global HR, Strategic HRM, HR Metrics, The HR Handbook
 - HR Planning – The Talent Management Process, Basics of Job Analysis, Uses of Job Analysis (Job Descriptions, Job Specifications, Job Evaluations), Job Design
 - Recruiting – Goals of Recruitment, Planning and Forecasting, Sources of Qualified Candidates, Developing Applications, Effective Recruitment, Recruitment Alternatives, Recruiting a Diverse Workforce
 - Selection Techniques – Person-Job- Organization Fit, The Selection Process, Testing Concepts, Types of Tests, Other Selection Techniques, Interviewing Candidates, Errors in Interviewing, Designing an Effective Interview, Final Thoughts on Selection
- Training & Development
 - Induction of Employees – Orientation and Onboarding, The Insider-Outsider Passage (Socialization and Process of Socialization), The Purpose of New Employee Orientation, The Employee Handbook
 - Employee Training and Organizational Development – Employee Training, Areas of Training, The Training Process (Explaining ADDIE), Employee Development, Organizational Development
 - Career Development – Understanding Careers, Who is Responsible for Career Development, Value of Career Development (Individual and Organization), Implementing Career Development, Traditional Career Stages, Career Myths, Career Choices and Preferences.

- Performance Management
 - Establishing the Performance Management System – Understanding Performance, Performance Management Systems (Management vs. Appraisals), The Appraisal Process, Performance Appraisal Techniques, Factors that Distort Appraisals, Creating Better Performance Management Systems, Performance Appraisal Meeting
 - Rewards and Pay Systems I – Understanding Rewards, Job Evaluation and Pay, Designing Pay Systems, Employee Compensation
 - Rewards and Pay Systems II – Incentive Programs (Individual and Team), Types of Benefits (Legally Required, Voluntary Benefits, Retirement Benefits)
- Employee Relations
 - Labor Relations and Collective Bargaining – Why do Employees Join Unions, Overview of Collective Bargaining, Disputes and Grievances, Labor Relations in Pakistan
 - Managing Human Resources in Small and Entrepreneurial Firms – Importance of Small Businesses, HR in Small Companies, Tools for HR in Small Companies, Leveraging Small Size with Flexibility and Informality, Reviewing HR Systems, Procedures and Paperwork

Textbook:

- Ibrahim, N., Rue, L., & Byars, L. (2015). Human Resource Management. McGraw Hill.

Reference Books:

- Dessler, G. (2014). Human Resource Management (14th Edition). Pearson Education.
- David A. DeCenzo, Stephen P. Robbins, Susan L. Verhulst (2016). Fundamentals of Human Resource Management. Wiley.