Course Details:

Course Title: Advance Topics in HRM   **Credit Hours:** 3

Course Code: HRM-416   Pre Req: HRM-342

Course Description:

This course provides an in-depth analysis of contemporary Human Resource Management (HRM) practices with an emphasis on both strategic and operational challenges. It begins by covering fundamental HRM concepts and gradually progresses to more specialized areas equipping students with both theoretical knowledge and practical skills essential for surviving in today's dynamic workplace. The focus of this course is on advanced performance management, AI-driven HR functions, and data analytics for decision-making. Students will also examine employee engagement, voice mechanisms, and well-being, emphasizing their impact on workplace culture. Additionally, digital transformation, artificial intelligence (AI), and HR analytics will be examined for their impact on workforce management and organizational performance. Throughout the course students will engage in discussions, case analyses, and independent research projects. By the end of the course, they will be able to apply HR frameworks effectively, analyze workplace dynamics, and develop evidence-based HR solutions for real-world challenges.

Course Learning Outcomes:

CLO 1: Analyze advanced topics in HRM to understand their implications for organizations.
CLO 2: Evaluate the challenges and opportunities that emerging issues in HRM present for solving organizational problems.
CLO 3: Develop alternatives and strategies to resolve HRM problems / challenges in organizations.
CLO 4: Present their ideas articulately and in a professional manner.
CLO 5: Develop a well-structured written document.

Required Course Material:

Textbook (s):

Human Resource Management: Gaining a Competitive Advantage" (13th Edition) by Raymond Noe, John Hollenbeck, Barry Gerhart, and Patrick Wright

Reference Book:

Human Resource Management (17th Edition) – Gary Dessler – Pearson Education (Selected chapters)

Other Material:

- Harvard Business School Publishing (HBSP) - Case Studies
- The movie 12 Angry Men for discussions on negotiation, group dynamics, and decision-making
- Handouts will be provided after every lecture.

Weekly Schedule:

Week	Lecture No. and Topic	Preparation Material	Session Outcomes (Students should be able to…)	CLOs

1	**LECTURE 1:** Introduction to HRM and course overview	Overview of the course outline	Understand the structure and objectives of the Advanced Topics in HRM course.	CLO1
2	**LECTURE 2:** The Role of the HRM Function – Revision of Basic Concepts	Readings on basic HRM concepts + Handouts	Revise core HRM functions and understand their impact on organizational performance	CLO1
3	**LECTURE 3:** Performance Management Paradigms (360-Degree Feedback, Competency-Based Performance Management, OKRs vs. KPIs, Pay for Performance Models)	In-depth exploration of different performance management models and their applications in organizations	Compare different performance management models and their applications in HR	CLO1
4	**LECTURE 4:** HR Gamification for Performance Management	Understanding the role of game elements such as leaderboards, rewards, and challenges in enhancing employee engagement	Understand the role of gamification in performance management and employee motivation	CLO1
5	**LECTURE 5:** Generative AI in Performance Management	Examining how AI-powered tools can personalize performance feedback and automate performance evaluation processes	Analyze the impact of Generative AI on employee performance evaluation	CLO2
6	**LECTURE 6:** Foundations of HR Analytics	Introduction to HR data, key metrics, and analytical methods used for HR decision-making *Harvard Business Review: AT&T: Managing Technological Change and the Future of Telephone*	Understand key concepts and the role of HR analytics in decision-making	CLO2

		Operators		
7	**LECTURE 7:** Key HR Analytics Frameworks	Discussion on predictive analytics, prescriptive analytics, and workforce planning models	Evaluate different HR analytics models and their effectiveness in workforce management	CLO2
8	**LECTURE 8:** 12 Angry Men - Negotiation, Group Dynamics, and Decision-Making	Movie: *12 Angry Men (1957)* + Handouts	Explore negotiation techniques, group decision-making, and conflict resolution in HRM	CLO3
9	**MID-SEMESTER EXAM WEEK**			
10	**LECTURE 9:** Adapting Training Strategies in a Digital Age	Exploring modern training methods including microlearning, e-learning, and virtual training platforms	Assess the impact of digital transformation on corporate training programs	CLO4
11	**LECTURE 10:** Employee Voice and Engagement	Understanding different mechanisms that encourage employees to share their feedback and ideas	Understand the importance of employee participation in workplace decision-making	CLO3
12	**LECTURE 11:** Designing Effective Employee Voice Mechanisms + Psychological Safety in Employee Engagement	Exploring strategies for creating a safe and open communication culture in organizations	Evaluate the significance of psychological safety in enhancing employee engagement	CLO3
13	**LECTURE 12:** Importance of Open Communication and Employee Voice	Harvard Business Review: "The Nut Island Effect: When Good Teams Go Wrong"	Analyze the risks of poor communication and lack of employee voice in organizations	CLO3
14	**LECTURE 13:** Using Data to Improve Employee Health and Wellness	Harvard Business Review: "How to measure well-being at your company - and give employees what they need"	Explore data-driven strategies to enhance employee well-being	CLO2
15	**LECTURE 14:** Digital Transformation in HR: E-HRM, and the Role of AI	Articles on *E-HRM and AI in HR* + Handouts	Understand the impact of digital transformation and AI in HRM practices	CLO4
16	**Final Project Presentations**	Group presentations		CLO5

17	**BUFFER WEEK**	Review content
18	**END SEMESTER EXAM WEEK**	

The weekly outline is subject to change. Please come prepared to class for interesting case studies, fun class activities, course related videos and quick quizzes.