

Course Details:

Course Title: Human Resource Management

Credit Hours: 3

Course Code: HRM-806

Pre-requisite: Nil

Course Description:

HRM plays a key role in helping companies meet the challenges of global competition. This course is all about Human Resource Management. How does it relate to the management process? And how it is changing in response to trends in the workplace. The course is based on both analytical and managerial orientation. It illustrates how all managers can use HR concepts and techniques to improve an organization's performance. This course will also shed light on the conceptual and practical implication of Green HRM (as emerging themes) for managers and organizations. How Green HRM practices enhance sustainable performance.

Course Learning Outcomes:

Upon successful completion of the course, students should be able to understand:

1. **Analyze** the effectiveness of Human Resource Management (HRM) in achieving organizational goals.
2. **Evaluate** Human Resource Management theories /models to prepare alternative strategies for implementation.
3. **Recommend** Human Resource Management systems and policies that are in line with organizational objectives.
4. **Justify** their arguments using effective interpersonal skills and audio-visual aids.
5. **Assess** various Human Resource Management issues and challenges and present these in a professional report.
6. **Evaluate** ethical concerns and biases related to Human Resource Management functions and policies.
7. **Recommend** alternatives that meet ethical standards and address Human Resource Management issues in organizations.

Program Goals & Learning Objectives:

Goals & learning objectives of the MBA Program are:

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: Student 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	●									Quiz
CLO 2		✓								In Class Assignment
CLO 3		✓								In Class Assignment
CLO 4					●					Project Presentation

CLO 5						●				Project Report
CLO 6								✓		Class Quiz
CLO 7								✓		Class Quiz

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

Required Course Material:

Textbook (s):

- Dessler, G. (2018). Human Resource Management 15th Edition (Revision).

Reference Book (s):

- Staffing Organizations (6th edition) – Herbert G. Heneman and Timothy A. Judge – McGraw Hill
- Tanova, C., & Bayighomog, S.W. (2022) Green human resource management in service industries: the construct, antecedents, consequences, and outlook. *The Service Industries Journal*, 42(5-6), 412-452, DOI: [10.1080/02642069.2022.2045279](https://doi.org/10.1080/02642069.2022.2045279)

Course Evaluation:

Grading will be done as per NBS criteria. The breakup is as follows:

End Semester Exam	30%
Mid Semester Exam	20%
Final Project	20%
Quizzes (3 Quizzes, 5% each)	15%
Assignments (2 Assignments, 10%+5%)	15%

Weekly Schedule:

Week	Lecture No. and Topic	Preparation Material	Related CLOs
1	LECTURE 1: Overview of Human Resource Management	Chapter 1: Introduction to Human Resource Management	(CLO #1)

	(HRM) Key Trends Shaping HRM Challenges and opportunities	Case Study: Robot Resourcing: Can AI Replace My People? <i>Course Outline Briefing</i> <i>Final Project Briefing</i>	
2	LECTURE 2: Green HRM and green and non-green performance outcomes Triple-Bottom Line Theory	Chapter 12: Green Human-Resource Management (RB-2) Case Study: Mountain Hazelnuts: Social Entrepreneurship in Bhutan	(CLO#1 & 2)
3	LECTURE 3: Strategic human resource management process	Chapter 3: Human Resource Management Strategy and Analysis	(CLO#1& 2)
4	LECTURE 4: Job Analysis, Recruitment	Chapter 4: Job Analysis and the Talent Management Process (JDOT Model) Chapter 5: Personnel Planning and Recruiting Case Study - Skills-First Hiring at IBM	(CLO# 1, 2 & 3)
5	LECTURE 5: Testing & Interviewing	Chapter 6: Employee Testing and Selection Chapter 7: Interviewing Candidates	(CLO# 1, 2 & 3)
6	LECTURE 6:	Case Study: Jamie's Market: Challenges Hiring and Onboarding Temporary Workers – <i>In-class exercise</i>	(CLO# 1 & 2)
7	LECTURE 7: Training and	Chapter 8: Training and Developing	(CLO# 1 & 2)

	development	Employees Case Study: AT&T, Retraining, and the Workforce of Tomorrow	
8	LECTURE 8:	Final Project first phase synopsis	(CLO# 4 & 5)
9	<u>MID EXAM WEEK</u>		
10	LECTURE 9: Performance Appraisal processes	Chapter 9: Performance Management and Appraisal	(CLO# 1 & 2)
11	LECTURE 10: Compensation	Chapter 11: Establishing Strategic Pay Plans Case Study: 2G Robotics: Designing a compensation plan that pays Off. – <i>In-class exercise</i>	(CLO# 1, 2 & 3)
12	LECTURE 11: Ethics in HR	Chapter 14: Ethics and Employee Rights and Discipline Ethical Dilemmas in HR – In class exercise	(CLO# 6 & 7)
13	LECTURE 12: Employee wellbeing and occupational health & safety	Reading: Making Work Less Stressful and More Engaging for Your Employees Case Study: Amazon as an employer	(CLO# 1, 2 & 6)
14	LECTURE 14: International Human Resource Management	Chapter 17: Managing Global Human Resources	(CLO# 1, 2 & 6)
15	LECTURE 15	Final Project Presentations	(CLO# 4 & 5)
16	LECTURE 16	Final Project Presentations	(CLO# 4 & 5)
17		BUFFER WEEK	
18	<u>END EXAM WEEK</u>		