

**ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Commonwealth MBA/MPA Program)**

MANAGING HUMAN RESOURCES (5563)

CHECKLIST

SEMESTER: AUTUMN, 2013

This packet comprises the following material:-

1. Text Books
2. Assignment No. 1, 2
3. Assignment Forms (two sets)
4. Course outlines

In this packet, if you find anything missing out of the above mentioned material, please contact at the address given below:

**Mailing Officer
Mailing Section, Block No. 28
Allama Iqbal Open University
H-8, Islamabad
051-9057611-12**

**Dr. M. Majid Mahmood Bagram
Course Coordinator**

ALLAMA IQBAL OPEN UNIVERSITY, ISLAMABAD
(Commonwealth of Learning Executive MBA/MPA Programme)

WARNING

1. **PLAGIARISM OR HIRING OF GHOST WRITER(S) FOR SOLVING THE ASSIGNMENT(S) WILL DEBAR THE STUDENT FROM AWARD OF DEGREE/CERTIFICATE, IF FOUND AT ANY STAGE.**
2. **SUBMITTING ASSIGNMENTS BORROWED OR STOLEN FROM OTHER(S) AS ONE'S OWN WILL BE PENALIZED AS DEFINED IN "AIOU PLAGIARISM POLICY".**

Instructions:

- a) All written assignment must be well organized, presented in an easy-to-read format, and neat. If your handwriting is not legible, type or compose the written assignment. Moreover, pay particularly close attention to grammar, spelling punctuation and understandability. Communication is extremely important in this course.
 - (b) Documentation is likewise very important. Un-supported statements or opinions are worth less to the reader who desires to verify your finding. Complete and specific documentation is mandatory. Also, your references should be to primary sources, except in rare unusual situation.
 - c) Quoting should be kept to an absolute minimum.
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ASSIGNMENT No. 1

Course: Managing Human Resources (5563)
Level: Executive MBA/MPA

Semester: Autumn, 2013
Total Marks: 100
Pass Marks: 40

- Q. 1 Define and discuss the objectives of Human Resource Management. Discuss the changing role of human resource in view of changing social scenario. Explain with suitable examples. (20)
- Q. 2 Discuss the concept of outsourcing and its consequences from HR point of view. (20)
- Q. 3 Describe the process of performance appraisal. Discuss the significance of assessment centers for improving organizational performance. (20)
- Q.4 "A pay packet alone is not adequate to attract and retain competent employees." Discuss. (20)
- Q. 5 Write short notes on the following: (7+7+6)
- a) Benchmarking
 - b) Empowerment
 - c) Outsourcing

ASSIGNMENT No. 2

Total Marks: 100

Instructions:

1. This assignment is a research-oriented activity. You are required to develop a term paper and submit to the tutor for evaluation prior to the final examination. The last date of this assignment will be notified separately by our directorate of regional services and the same will be communicated to you directly as well as through approved study centers assigned to you.
2. You will have to participate in the activity fully, actively and practically to be eligible to sit in the final examination of the course.
3. For the preparation of this assignment, you should first thoroughly review the conceptual framework of the topic and develop a scholarly material of the same giving references, quotations, and extracts of various scholars and experts. Then visit any business/commercial organization and study the relevant practical aspects there. Combining the theoretical and practical aspects, develop a comprehensive paper consisting of at least 20 to 25 typed pages to be submitted to your tutor:
 - (a) Introduction of the topic
 - (b) Important sub-topics
 - (c) Practical study of the organization with respect to the topic
 - (d) Review of theoretical and practical situations merits, de-merits deficiencies or strengths of the organization with respect to the topic under study.
 - (e) Conclusions and recommendations
 - (f) Annex, if any
4. Prepare a copy of this assignment and submit to your tutor for your evaluation.
5. You should prepare the transparencies, charts, or any other illustrative material for effective presentation.
6. If you fail to present this assignment in the class, then you will not be able to sit in the final examination conducted by AIOU.
7. A number of topics given below are the general aspects of the course and you are required to select one of the topics according to the last digit of your roll number. For example, if the roll number is N-9337241, you will select topic number 1, and if the roll number is O-3427185 then you will select topic number 5 (the last digit).
 0. HRM as a New Managerial Discipline
 1. Strategic Human Resource Management
 2. Career Management
 3. Methods of Recruitment
 4. HRM as an Individually Focused Developmental Model
 5. An International Perspective on HRM
 6. Role of Personnel Specialists in the Management of HR
 7. Employment Forecasting Techniques
 8. Work Stress
 9. The Process of Collective Bargaining

MANAGING HUMAN RESOURCES COURSE OUTLINE (5563)

Unit–1 Introduction to Human Resource Management

1. Introduction to the Various Functions of Human Resource Management (HRM)
 - 1.1 Key Themes
 - 1.1.1 Human Relations Psychology
 - 1.1.2 Strategic Management Theory
 - 1.1.3 Doctrines of Flexibility and Quality
 - 1.2 Approaches to HRM
 - 1.2.1 Instrumental Approaches
 - 1.2.2 Humanistic approaches
2. HRM as a restatement of existing personnel practice
 - 2.1 Scope of Personnel Management
 - 2.2 Personnel and Organizational Effectiveness
3. HRM as a New Managerial Discipline
 - 3.1 Influences on HRM
 - 3.1.1 Organisational influences
 - 3.1.2 External Environmental influence
4. Twenty-seven Points of Difference
5. HRM as an Individually Focused Developmental Model
6. HRM as a Strategic and International Function
7. Assumptions about Human Resource Management
8. Defining Characteristics of HRM
9. Arguments about HRM

Unit–2 A Brief History of HRM and Its Origins

1. Origins of HRM
2. Historical Developments of HRM (An Overview)
3. Antecedents of the HR Function
4. Evolution of the Roles of HRM
5. Changing Perspectives on HRM Jobs
6. The Intellectual Antecedents of HRM
7. HRM: Past, Present and Future
 - 7.1 A Historical Perspective on HRM
 - 7.1.1 Recent Trends
 - 7.2 An Environmental Perspective on HRM
 - 7.2.1 Organisations as Open Systems
 - 7.2.2 Buffering Strategies as an Organisational Response
 - 7.3 A Strategic Perspective on HRM
 - 7.4 A Political Perspective on HRM
 - 7.5 An International Perspective on HRM
 - 7.6 An Evaluation Perspective on HRM
 - 7.6.1 Personal Audits and Utility Analysis
8. Role of Personnel Specialists in the Management of HR
9. Contemporary Significance of HRM

Unit–3 Strategic HRM

1. Strategic HRM (An Overview)
2. What Is Strategic Human Resource Management (SHRM)?
 - 2.1 Two Classical Approaches

3. Significance of SHRM?
4. Strategy, Human Resources Management, and Organizational Outcomes
 - 4.1 SHRM Links
 - 4.1.1 Strategy-HRM Links
 - 4.1.2 HRM-Outcomes Links
 - 4.1.3 Strategy-HRM-Outcomes
 - 4.2 Implementation of SHRM
 - 4.2.1 Required Knowledge, skills, Abilities, and Orientation

Unit-4 Human Resources Planning

1. Introduction to HR/Employment Planning
2. An overview of HR Planning
 - 2.1 Definition of key terms in HR Planning
 - 2.2 Reasons for HR Planning
 - 2.2.1 Organizational and Individual Needs for HR Planning
 - 2.3 Responsibility of HR Planning
3. HR Forecasting
 - 3.1 Forecasting Demand for Employees
 - 3.2 Employment Forecasting Techniques
 - 3.2.1 Expert-Estimate Technique
 - 3.2.2 Trend-Projection Technique
 - 3.2.3 Modeling and Multiple- Predictive Techniques
 - 3.2.4 Unit Demand Forecasting Technique
4. Creation of an HR/Staffing Plan
 - 4.1 Internal Considerations
 - 4.1.1 Wastage Analysis
 - 4.1.2 Business Objectives
 - 4.1.3 Markov Models
 - 4.2 External Considerations
 - 4.2.1 State Legislation
 - 4.2.2 Regional Development Schemes
 - 4.2.3 Micro-level Factors
 - 4.2.4 Analysing Demand and Supply
5. Recent Developments in HR/Staffing Planning
6. The Management of Change
 - 6.1 Demographic Changes
 - 6.2 Flexibility
7. HR Audit, Inventory and Human Asset Accounting
 - 7.1 Staffing Table
 - 7.2 Capability (Skill) Inventories
 - 7.3 Human Resource Information Systems (HRIS)
8. Labour Market Survey
 - 8.1 Definition Labour Market
 - 8.2 Defining and Measuring the Labour Force
 - 8.2.1 Data Sources
 - 8.3 Trends in the Labour Supply
 - 8.3.1 Changes in the Composition of the Population
 - 8.3.2 Subgroup Participation Changes
 - 8.4 Labour Force Quality
 - 8.4.1 Level of Education
 - 8.4.2 The Older Employee

- 8.4.3 Handicapped Workers in the Labour Force
- 8.5 Part-Time and Full-Time Work
- 8.6 Trends in Labour Demand
- 8.7 Implications for Personnel/HR Activities
- 9. Succession Planning
 - 9.1 Assessment Centres
 - 9.2 Employee Replacement Chart
- 10. Career Management
 - 10.1 Career Planning
 - 10.1.1 Organisational component
 - 10.1.2 Individual component
 - 10.2 Career Development
 - 10.2.1 Concept of Career
 - 10.2.2 The Theories of Carrer Development

Unit-5 Job Analysis and Job Design

- 1. An overview of Job Analysis
- 2. What Is Job Analysis (JA)?
 - 2.1 Definition
 - 2.2 Creating a Job
 - 2.3 How JA Is Carried Out
 - 2.4 Why Conduct JA?
 - 2.5 Major Uses of JA Information
 - 2.5.1 Job Description
 - 2.5.2 Job Specification
 - 2.5.3 Job Classification and Job Evaluation
 - 2.5.4 Job Design
 - 2.5.5 Performance Appraisal
 - 2.5.6 Benefits of JA
 - 2.6 Collecting Job Data
 - 2.6.1 Data Collecting Techniques
 - 2.7 JA methods
 - 2.7.1 Work-Oriented Approaches
 - 2.7.2 Worker-Oriented Approaches
 - 2.7.3 Evaluation of Traditional Methods
 - 2.8 Recent Trends in Job Analysis
- 3. Job Design
 - 3.1 Job Design Methods
 - 3.1.1 Work Simplification
 - 3.1.2 Job Rotation
 - 3.1.3 Job Enlargement
 - 3.1.4 Job Enrichment
 - 3.2 Perspectives on the Design of Work
 - 3.2.1 Scientific Management and the Mechanistic Approach
 - 3.2.2 Job Enrichment as a Motivational Approach
 - 3.2.3 The Next Challenges in Job Design
- 4. Job Descriptions and Job Specifications

Unit-6 Recruitment, Selection and Orientation of Human Resources

- 1. Defining Job Search
- 2. Defining Recruitment

- 2.1 Recruitment and External Influences
- 2.2 Interactions of the Applicant/Recruits and the Organisation
 - 2.2.1 Organisation's Point of View of Recruiting
 - 2.2.2 Potential Employee's View of Recruiting
- 2.3 Who Does the Recruiting?
- 2.4 Sources of Recruits
- 3. Methods of Recruitment
 - 3.1 Effective Recruiter
 - 3.2 An Evaluation of the Recruitment Process Itself
 - 3.3 Recruitment in Fluctuating Labour Markets
 - 3.4 International Recruitment in Europe, Japan & USA
 - 3.5 Recruitment in Multinational Organisations
- 4. Defining Selection
 - 4.1 Definition of Selection
 - 4.2 Environmental Circumstances Influencing Selection
 - 4.2.1 The Environment of the Organisation
 - 4.2.2 Nature of the Labour Market
 - 4.2.3 Union Requirements
 - 4.2.4 Government Regulations
 - 4.3 Selection Methods
 - 4.3.1 Interviews and Interview Skills
 - 4.3.2 Biodata
 - 4.3.3 Group Methods
 - 4.3.4 In-trays
 - 4.3.5 Presentation
 - 4.3.6 Work Simulation Exercise
 - 4.3.7 Repertory Grid Technique
 - 4.3.8 Personality Assessment
 - 4.3.9 Assessment Centres
 - 4.4 Barriers to Effective Selection
 - 4.4.1 Evaluative Standards
 - 4.4.2 Perception
 - 4.4.3 Perceptual Selectivity
 - 4.4.4 Stereotyping
 - 4.4.5 Gender Issues
 - 4.4.6 The Older Employees
 - 4.4.7 Halo Effect
 - 4.4.8 Projection
 - 4.4.9 Fairness
 - 4.4.10 Validity
 - 4.4.11 Reliability
 - 4.5 Popularity of Selection Methods
 - 4.6 Selection Decision
- 5. Orientation
 - 5.1 Definition
 - 5.2 Purposes of Orientation
 - 5.3 Who Orients Employees?
 - 5.4 How Orientation Programmes Work
 - 5.5 Assignment, Placement, and Orientation Follow-up
 - 5.6 Cost/Benefit Analysis of Orientation Programmes

Unit-7 Developing the Human Resource – Learning & Development, Training and Management Development

1. Introduction to Learning
2. Developmental Process (An Overview)
3. Learning & Development
 - 3.1 Defining Learning and Development
 - 3.2 Learning about Learning from own Experience
 - 3.3 The Need for Learning and Development in the Organisation
 - 3.3.1 The Need for Quality and Flexibility
 - 3.4 The Nature of the Learner
 - 3.4.1 Learning and Development throughout Life
 - 3.4.2 Barriers to Learning and Development
 - 3.5 The Outcomes and Process of Learning
 - 3.5.1 The Outcomes of Learning
 - 3.5.2 The Process of Learning
 - 3.6 Development
 - 3.6.1 Concept of Development
 - 3.6.2 Lifespan Development
 - 3.6.3 Career Development
 - 3.6.4 Continuing Professional Development
 - 3.6.5 Other Forms of Development within Organisations
 - 3.7 The Organisation as a Context for Learning
 - 3.7.1 Unrestricted Learning and Development
 - 3.7.2 Influences upon learning and Development in the Organisation
 - 3.7.3 Facilitation of Learning and Development in Organisations
4. Training
 - 4.1 Nature and distinction in Training and Development?
 - 4.2 Training and HRM
 - 4.3 Training and Individual Needs
 - 4.4 The Creation of a HRD Plan
 - 4.5 Analysing Training Needs
 - 4.5.1 Methods of Training Needs Analysis
 - 4.6 Training Methods
 - 4.6.1 Types of Training
 - 4.7 Responsibility for and Delivery of Training
 - 4.7.1 Training Departments
 - 4.7.2 Training Consultancies
 - 4.7.3 Training and the Line Manger
 - 4.8 Evaluation and Monitoring of Training
 - 4.8.1 Methods of Evaluation
 - 4.9 International Training Trends
 - 4.10 Adaptability and Change in the 21st Century
5. Management Development
 - 5.1 Definition
 - 5.1.1 Management Education and Training are not Development
 - 5.2 HRM and Management Development
 - 5.2.1 HRM and the Role of Management
 - 5.2.2 Some Implications for management Development
 - 5.3 Organising and Implementing Management Development Programmes
 - 5.3.1 Organising Management Development Programmes
 - 5.3.2 Implementing management Development Programmes

- 5.4 Issues and Controversies in Management Development
 - 5.4.1 Organisational Power and Politics
 - 5.4.2 The Ethics of Management Development
 - 5.4.3 Managerial Competences
 - 5.4.4 The Future of Management
 - 5.4.5 Evaluating Management Development

Unit–8 Rewarding Employees: Performance Appraisal, Compensation Including Job Evaluation

- 1. Introduction to Performance Appraisal
- 2. Basic Concepts of Performance Appraisal
- 3. The Reasons for, and the Importance of, Performance Appraisal
 - 3.1 Performance Appraisal and Productivity
 - 3.2 The Process and the Components of Performance Appraisal
 - 3.2.1 Appraiser
 - 3.2.2 The Appraisee
 - 3.2.3 Trait Approach
 - 3.2.4 Behavioural Approach
 - 3.2.5 Results Approach
 - 3.2.6 Formal Evaluation
 - 3.3 Methods of Performance Appraisal
 - 3.3.1 Written Essays
 - 3.3.2 Critical Incidents
 - 3.3.3 Graphic Rating Scale (GRS)
 - 3.3.4 Behaviourally Anchored Rating Scale (BARS)
 - 3.3.5 Individual Ranking, Paired Comparison and Group Order Ranking
- 4. Feedback on Performance
 - 4.1 Feedback Model
 - 4.2 Cognitive Evaluation of Feedback
- 5. Reasons for Malfunction or Failure
 - 5.1 System Design and Operating Problems
 - 5.2 Problems with the Appraiser
 - 5.2.1 The Halo Effect
 - 5.2.2 Standards of Appraisal
 - 5.2.3 Central Tendency
 - 5.2.4 Recent-behaviour Bias
 - 5.2.5 Personal Biases
 - 5.3 Employee Problems with Performance Appraisal
- 6. Job Evaluation
 - 6.1 Definition
 - 6.2 Job Evaluation Methods
 - 6.2.1 Job Ranking
 - 6.2.2 Factor Comparison
 - 6.2.3 Classification or Grading System
 - 6.2.4 The Point System
- 7. Compensation
 - 7.1 Definition
 - 7.2 Objectives of Compensation
 - 7.3 Compensation Decision Makers
- 8. Methods of Payment
 - 8.1 Payment for Time Worked

- 8.2 Incentive Plans
- 8.3 Individual Incentives
- 8.4 Group Incentives
- 8.5 Enterprise Incentive Schemes
 - 8.5.1 Suggestion Systems
 - 8.5.2 Company Group Incentive Plans
 - 8.5.3 Profit Sharing Plans
 - 8.5.4 Stock Ownership Plans
- 8.6 Executive Compensation
 - 8.6.1 Executive Pay
 - 8.6.2 Executive Perks
 - 8.6.3 Bonuses
- 9. Employee Benefits
 - 9.1 Definition
 - 9.2 Reasons for using Fringe Benefits
 - 9.3 Cafeteria Benefits
 - 9.4 Basic Types of Benefit

Unit–9 Grievance Handling

- 1. Introduction to Grievance Handling
- 2. Grievance Handling
 - 2.1 Causes of Grievances
 - 2.2 Forms of Dissatisfaction
 - 2.3 Dissatisfaction, Complaint and Grievance
 - 2.4 Effect of Complaints and Grievances on Organisational Effectiveness
- 3. Types and Causes of Grievances
 - 3.1 Types of Grievances
 - 3.1.1 Customs and Practice
 - 3.1.2 Rule Violations
 - 3.1.3 Insubordination
 - 3.1.4 Absenteeism
 - 3.1.5 Dishonesty
 - 3.1.6 Substance Abuse
 - 3.2 Causes of Grievances
- 4. Handling Grievances Formally
 - 4.1 Need for a Formal Grievance Handling Procedure
 - 4.2 The Benefits of a Grievance Handling Procedure
 - 4.3 The Grievance Handling Procedure
 - 4.3.1 Objectives of a Grievance Handling Procedure
 - 4.3.2 Key Features of a Good Grievance Handling Procedure
 - 4.3.3 The Steps in the Grievance Handling Procedure
 - 4.4 Redressing of Grievances (ROG)
 - 4.5 Grievance in the Public Sector
 - 4.6 Grievance in the Non-unionised Enterprise
 - 4.7 Reducing Grievances and Improving the Process

Unit–10 Discipline

- 1. Introduction to Discipline
- 2. The Concept and Meaning of Discipline
 - 2.1 Introduction

- 2.2 Definition
- 2.3 Purpose and Objectives of Disciplinary Action
- 2.4 Grievance versus Discipline
- 3. A Diagnostic Approach to Discipline
 - 3.1 Categories of Difficult Employees
 - 3.1.1 Category 1: The Ineffective Employee
 - 3.1.2 Category 2: Alcoholic and Addicted Employee
 - 3.1.3 Category 3: Participants in Theft, Crime and Illegal Acts
 - 3.1.4 Category 4: The Rule Violators
 - 3.2 Possible Causes of Difficult Job Behaviour
- 4. Disciplinary Process
 - 4.1 Elements in a Disciplinary System
 - 4.2 Philosophies of or Approaches to Discipline
 - 4.2.1 Positive vs Negative Approach
 - 4.2.2 The Preventive Approach
 - 4.2.3 The Therapeutic Technique
 - 4.2.4 The Self Improvement Programme
 - 4.2.5 The Punitive Approach
 - 4.3 Disciplinary Methods
 - 4.3.1 Guidelines in Administering Discipline
 - 4.3.2 Techniques
 - 4.3.3 Disciplinary Layoff
 - 4.3.4 Desiring
 - 4.3.5 Discharge
 - 4.4 Administration of Discipline
 - 4.4.1 Formalised Disciplinary Procedures
 - 4.4.2 Informal Disciplinary Procedures other Disciplinary Systems
- 5. Recommendations for Model Organisations on Difficult Employees and Discipline

Unit–11 Employee Safety, Health and Welfare

- 1. Introduction to Health and Safety Issues
- 2. Historical Background
- 3. Evolution of the Concept
- 4. Factors Important to Health & Safety
- 5. Nature of Safety and Health Programmes
- 6. Causes of Work Accidents and Work-Related Illnesses
- 7. Organisational Responses to Health and Safety Challenges
 - 7.1 Safety Design and Preventive Approaches
 - 7.2 Inspection, Reporting and Accident Research
 - 7.3 Safety Training and Motivation Approaches
 - 7.4 Auditing Safety Programmes
 - 7.5 Organisational Safety Programmes and the Manager
 - 7.6 Health Programmes for Employees
- 8. Occupational Diseases and Accidents
 - 8.1 Typical Diseases
 - 8.1.1 Protection against Diseases
 - 8.2 Accidents
 - 8.2.1 Types of Accidents
 - 8.2.2 Causes of Accidents
 - 8.2.3 Theory of Accidents

- 8.2.4 Cost of Accidents
- 8.2.5 Prevention of Accidents
- 9. The Development and Evaluation of Safety and Health Programmes
- 10. Safety Organisation
 - 10.1 Safety Policy
- 11. Work Stress
 - 11.1 Definition
 - 11.2 Sources and Causes of Stress
 - 11.2.1 Environmental Factors
 - 11.2.2 Organisational Factors
 - 11.2.3 Individual Factors
 - 11.3 Consequences of Stress
 - 11.4 Executive Stress
 - 11.4.1 Causes
 - 11.4.2 Burn-Out Stress Syndrome (BOSS)
 - 11.4.3 Rust-Out Stress Syndrome (ROSS)
 - 11.5 Remedial Measures against Work Stress
- 12. Sri Lanka Laws Related to Occupational Health and Safety
 - 12.1 Industrial Safety
 - 12.2 Workmen's Compensation
- 13. Health and Wellness Programmes
 - 13.1 Effectiveness

Unit-12 Industrial and Labour Relations

- 1. Introduction to Industrial & Labour Relations
- 2. Historical Background of Labor Relations
 - 2.1 Development of Industrial Relations
 - 2.2 Objectives of Industrial Relations (IR)
 - 2.2.1 Employer to Individual Employee Relationships
 - 2.2.2 Labour Management Relations
 - 2.2.3 Industrial Peace & Productivity
 - 2.2.4 Industrial Democracy
 - 2.2.5 Liasion Functions
- 3. The International Labour Organisation (ILO)
 - 3.1 Scope
 - 3.2 Objective
 - 3.3 Principles
- 4. Labour Legislation
 - 4.1 Types of Legislation
 - 4.1.1 Working Conditions
 - 4.1.2 Wages
 - 4.1.3 Industrial Relations
- 5. Industrial Disputes/Conflicts
 - 5.1 Nature of Conflicts
 - 5.1.1 Conflict Caused by Unions
 - 5.1.2 Conflict Caused by Management
 - 5.2 Types of Disputes
 - 5.3 Causes of Disputes
 - 5.4 Resolution of Conflict and Settlement of Disputes
 - 5.4.1 Labour Administration
 - 5.4.2 Statutory Measures

- 5.4.3 Non-statutory Measures
- 6. Trade Unionism
 - 6.1 Principles of Trade Unions
 - 6.2 Classification of Trade Unions
 - 6.2.1 Classification Based on Trade
 - 6.2.2 Classification Based on Agreement
 - 6.2.3 Classification Based on Membership
 - 6.3 Evolution of Trade Unions
 - 6.4 The Trade Union as an Organisation
 - 6.4.1 Why Employees Join Unions
 - 6.4.2 Organisation Structure
 - 6.5 Problems of Trade Unions
- 7. Collective Bargaining
 - 7.1 The Concept in;
 - 7.1.1 USA
 - 7.1.2 United Kingdom
 - 7.1.3 Sri Lanka
 - 7.1.4 West Germany & Other European Nations
 - 7.2 The Nature and Scope of Collective Agreements
 - 7.2.1 Plant Level
 - 7.2.2 Industry Level
 - 7.2.3 National level
 - 7.3 The Process of Collective Bargaining
 - 7.4 Collective Bargaining and the Right to Strike
 - 7.5 Policies for Collective Bargaining and Union Management Relations
 - 7.6 Laws of Collective Bargaining in;
 - 7.6.1 The USA
 - 7.6.2 Canada
 - 7.6.3 Sri Lanka

Unit–13 International Human Resources Management (IHRM)

- 1. Introduction to International Human Resources Management
- 2. Difference between International and Global Organizations
 - 2.1 The International Organisation and IHRM
 - 2.2 How Inter-Country Differences Affect HRM
 - 2.2.1 Cultural Factors
 - 2.2.2 Economic Factors
 - 2.2.3 Labour Cost Factors
 - 2.2.4 Industrial Relations Factors
- 3. Enhancing the Quality of IHRM Practices
 - 3.1 Improving International Assignments through Selection
 - 3.2 International Staffing: Sources of Managers
 - 3.4 Selecting International Managers
 - 3.5 Training and Maintaining International Employees
 - 3.6 International Compensation
 - 3.7 Performance Appraisal of International Managers
 - 3.8 International Labour Relations

Unit–14 Other Emerging Issues

- 1. Emerging issues in the field of HRM

2. Sexual Harassment
 - 2.1 Concept of Sexual Harassment
 - 2.2 Forms of Sexual Harassment
 - 2.3 What the Employer should do
 - 2.4 What the Individual can do
3. Discrimination
 - 3.1 A Legal Definition
 - 3.2 Equal Employment Opportunities
4. Organisational Development (OD)
 - 4.1 Thirteen Major 'Families' of OD Interventions
 - 4.2 The Importance of Diagnosis
 - 4.3 OD Techniques
5. Managing Change
 - 5.1 Motivating People to Change
 - 5.1.1 General Reasons for Resistance
 - 5.1.2 Change-Specific Reasons for Resistance
 - 5.1.3 General Model for Managing Resistance
 - 5.1.4 Specific Approaches to Enlisting Cooperation
 - 5.2 Leading Change
6. Downsizing
 - 6.1 Definition
 - 6.2 Approaches to Downsizing
 - 6.3 Alternatives to Downsizing
 - 6.3.1 Pay Cuts
 - 6.3.2 Pay Freezes
 - 6.3.3 Reduced Hours
 - 6.3.4 Job Sharing
 - 6.3.5 Talent Pools
 - 6.3.6 Hiring Freezes
 - 6.3.7 Outplacement Services
 - 6.3.8 Employment Contracts
 - 6.3.9 Leaves of Absence
 - 6.3.10 Transfers
 - 6.3.11 Unpaid Time Off
7. Toward an HR Philosophy
 - 7.1 The Need for a Philosophy
 - 7.2 Auditing the HR Function

