

**ALLAMA IQBAL OPEN UNIVERSITY ISLAMABAD
(Department of Business Administration)**

HUMAN RESOURCE MANAGEMENT (BBA-187)

SEMESTER: AUTUMN 2013

CHECKLIST

This packet comprises the following material:

- 1) Text Book
- 2) Assignment No. 1 & 2
- 3) Course Outline
- 4) Assignment Forms (2 sets)
- 5) Schedule for Submitting the Assignments

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

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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".**

ASSIGNMENT No. 1

(Units: 1–4)

Course: Human Resource Management (187)

Level: BBA

Semester: Autumn 2013

Total Marks: 100

Pass Marks: 40

- Q. 1 Define human resource management. Also discuss HR scorecard approach with suitable examples. **(20)**
- Q. 2 What is meant by job analysis? Discuss the different components of job analysis with suitable examples. **(20)**
- Q. 3 Is there any difference between training and development? Also explain the types of training with examples. **(20)**
- Q. 4 What is meant by orienting employees? Also explain the steps of training process. **(20)**
- Q. 5 Describe the different types of interviews and tests with examples. **(20)**

ASSIGNMENT No. 2

(Units: 5–9)

Total Marks: 100

- Q. 1 Define career development and discuss the concepts of commitment oriented career development efforts. **(20)**
- Q. 2 Write short notes on the following:
- a) Competency base pay
 - b) Performance management
 - c) Off shoring
 - d) Ethics at work
- (5 x4 = 20)**
- Q. 3 Describe the role of HRM in fostering ethics and fair treatment. **(20)**

- Q. 4 (a) What are the guidelines for handling grievances? (10)
(b) Discuss the collective bargaining process. (10)
- Q. 5 Describe the different HR challenges of international business and discuss how inter country differences impact on human resource management? (20)

HUMAN RESOURCE MANAGEMENT (BBA-187)

Course Outline

Unit-1: Introduction – Human Resource Management

- 1.1 Strategic Role of Human Resource Management:
 - 1.1.1 Importance of HR Management
 - 1.1.2 Line and Staff Aspects of HRM
 - 1.1.3 New HR Manager Proficiencies
 - 1.1.4 Need to Know your Employment Law
 - 1.1.5 HR Certification
 - 1.1.6 HR and Technology
- 1.2 Strategic Human Resource Management and the HR Scorecard:
 - 1.2.1 Strategic Management Process
 - 1.2.2 Types of Strategic Plans
 - 1.2.3 Achieving Strategic Fit
 - 1.2.4 HR and Competitive Advantage
 - 1.2.5 HR Scorecard Approach

Unit-2: Recruitment and Placement

- 2.1 Job Analysis:
 - 2.1.1 Nature of Job Analysis
 - 2.1.2 Methods of Collecting Job Analysis Information
 - 2.1.3 Writing Job Descriptions
- 2.2 Personnel Planning and Recruiting:
 - 2.2.1 Planning and Forecasting
 - 2.2.2 Know your Employment Law
 - 2.2.3 Internal and External Sources Of Candidates
 - 2.2.4 Recruiting a More Diverse Workforce
- 2.3 Employee Testing and Selection:
 - 2.3.1 Basic Testing Concepts
 - 2.3.2 Types of Tests
- 2.4 Interviewing Candidates:
 - 2.4.1 Types of Interviews
 - 2.4.2 Designing and Conducting the Effective Interview

Unit-3 Training and Development

- 3.1 Training and Developing Employees:
 - 3.1.1 Orienting Employees
 - 3.1.2 Training Process:
 - 3.1.2.1 Strategic Context of Training
 - 3.1.2.2 Five-Step Training and Development Process
 - 3.1.2.3 Training, Learning, and Motivation
- 3.2 Training Methods:
 - 3.2.1 On-the-Job Training
 - 3.2.2 Off-the-Job Training
- 3.3 Evaluating Training Effort

Unit-4 Performance Management and Appraisal

- 4.1 Basic Concepts in Performance Appraisal and Performance Management:
 - 4.1.1 Comparing Performance Appraisal and Performance Management
 - 4.1.2 Performance Management
 - 4.1.3 Defining Employee`s Goals and Work Efforts
- 4.2 An Introduction to Appraising Performance:
 - 4.2.1 Appraise Performance
 - 4.2.2 Realistic Appraisals
 - 4.2.3 Steps in Appraising Performance
 - 4.2.4 Graphic Rating Scale Method
- 4.3 Appraising Performance: Problems and Solutions:
 - 4.3.1 Potential Rating Scale Appraisals Problems
 - 4.3.2 Avoiding Appraisal Problems
- 4.4 Appraisal Interview

Unit-5 Managing Careers

- 5.1 Basics of Career Management:
 - 5.1.1 Careers Today
 - 5.1.2 Career Development
- 5.2 Roles in Career Development
- 5.3 Managing Promotions and Transfers:
 - 5.3.1 Making Promotion Decisions
 - 5.3.2 Handling Transfers
- 5.4 Career Management and Employee Commitment:
 - 5.4.1 New Psychological Contract
 - 5.4.2 Commitment-Oriented Career Development Efforts

Unit-6 Compensation

- 6.1 Establishing Strategic Pay Plans:
 - 6.1.1 Steps in Establishing Pay Rates
 - 6.1.2 Pricing Managerial and Professional Jobs

- 6.1.3 Competency-Based Pay
- 6.2 Pay for Performance And Financial Incentives:
 - 6.2.1 Money and Motivation
 - 6.2.2 Employee Incentives and Recognition Programs
 - 6.2.3 Incentives for Managers and Executives
 - 6.2.4 Team/Group Variable Pay Incentive Plans
 - 6.2.5 Organization-Wide Variable Pay Plans
- 6.3 Benefits and Services:
 - 6.3.1 Benefits Picture Today
 - 6.3.2 Pay for Time not Worked
 - 6.3.3 Insurance Benefits
 - 6.3.4 Retirement Benefits
 - 6.3.5 Flexible Benefits Programs

Unit-7 Labor Relations and Collective Bargaining

- 7.1 Labor Movements:
 - 7.1.1 Brief History of Unions
 - 7.1.2 Role of Unions
- 7.2 Unions and Law
- 7.3 Collective Bargaining Process:
 - 7.3.1 Collective Bargaining
 - 7.3.2 Good Faith
 - 7.3.3 Negotiating Team
 - 7.3.4 Bargaining Items
 - 7.3.5 Bargaining Stages
 - 7.3.6 Bargaining Hints
 - 7.3.7 Impasses, Mediation, and Strikes
 - 7.3.8 Contract Agreement
- 7.4 Grievances:
 - 7.4.1 Sources of Grievances
 - 7.4.2 Grievance Procedure
 - 7.4.3 Guidelines for Handling Grievances
- 7.5 Union Movement – Today and Tomorrow

Unit-8 Ethics, Justice, Safety and Health Issues

- 8.1 Ethics and Fair Treatment at Work:
 - 8.2.1 Ethical Behavior at Work
 - 8.2.2 Individual Factors
 - 8.2.3 Organizational Factors
 - 8.2.4 Boss`s Influence
 - 8.2.5 Ethics Policies and Codes
 - 8.2.6 Organization`s Culture
- 8.2 Role of HR Management in Fostering Ethics and Fair Treatment:
 - 8.2.1 Treating Employees Fairly

- 8.2.2 HR Ethics Activities
- 8.3 Safety Laws
- 8.4 Management Commitment and Safety
- 8.5 Preventing Accidents
- 8.6 Work-Place Health Hazards – Problems and Remedies

Unit-9 Managing Global Human Resources

- 9.1 HR and Internationalization of Business:
 - 9.1.1 HR Challenges of International Business
 - 9.1.2 Inter-Country Differences impact on HRM
- 9.2 Global Differences and Similarities in HR Practices:
 - 9.2.1 Personnel Selection Procedures
 - 9.2.2 Purpose of Performance Appraisal
 - 9.2.3 Training and Development Practices
- 9.3 Staffing The Global Organization:
 - 9.3.1 International Staffing
 - 9.3.2 Off-Shoring
 - 9.3.3 Values and International Staffing Policy

Recommended Books:

- Dessler, G. (2010). Human Resource Management. UK: Pearson/Prentice-Hall.
- Legge, Karen. (2008). Human Resource Management. Rhetoric and Realities, UK: Pearson/Prentice-Hall.
- Armstrong, Michael. (2010). A Handbook of Human Resource Management. UK: McGraw Hill.
- Cascio, W. (2010). Managing Human Resources. UK: McGraw Hill.
- Sims, R. (2009). Organizational Success through Effective Human Resources Management. London: Quorum Books, Westport.

