

ALLAMA IQBAL OPEN UNIVERSITY ISLAMABAD
(Department of Business Administration)

HUMAN RESOURCE MANAGEMENT
(MBA/M.Com-8502)

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: 1–5)

Course: Human Resource Management (8502)

Semester: Autumn 2013

Level: MBA/M. Com

Total Marks: 100

Pass Marks: 50

Note: Attempt all questions.

- Q. 1 Discuss the human resource management process and highlight HR manager proficiencies. (20)
- Q. 2 Compare and contrast training and development processes. Highlight with examples. (20)
- Q. 3 Explain the different methods of HR planning and forecasting. (20)
- Q. 4 What are the different types of performance appraisal? Discuss their merits and demerits. (20)
- Q. 5 What is meant by employee commitment? Also explain the term layoff with suitable examples. (20)

ASSIGNMENT No. 2

(Units 1–9)

Total Marks: 100

Pass Marks: 50

This assignment is a research-oriented activity. You are required to obtain information from a business/commercial organization and prepare a report of about 1000 words on the topic allotted to you to be submitted to your teacher for evaluation.

You are required to select one of the following topics according to the last digit of your roll number. For example, if your roll number is P-3427180 then you will select topic # 0 (the last digit): -

Topics:

- 0) On the Job Training
- 1) HR Planning and Forecasting
- 2) Realistic Appraisals
- 3) Employee Commitment
- 4) Workforce Diversity
- 5) Employees Orientation
- 6) Managing Promotion and Transfers
- 7) Employee Incentives
- 8) Non Monetary Benefits
- 9) Unions and Labor Laws

The report should follow the following format:

- 1) Title page
- 2) Acknowledgements
- 3) An abstract (one page summary of the paper)
- 4) Table of contents
- 5) Introduction to the topic (brief history & significance of topic assigned)
- 6) Practical study of the organization (with respect to the topic)
- 7) Data collection methods
- 8) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 9) Conclusion (one page brief covering important aspects of your report)
- 10) Recommendations (specific recommendations relevant to topic assigned)
- 11) References (as per APA format)
- 12) Annexes (if any)

GUIDELINES FOR ASSIGNMENT # 2:

- 1.5 line spacing
- Use headers and subheads throughout all sections
- Organization of ideas
- Writing skills (spelling, grammar, punctuation)
- Professionalism (readability and general appearance)
- Do more than repeat the text
- Express a point of view and defend it.

WORKSHOPS

The workshop presentations provide students opportunity to express their communication skills, knowledge & understanding of concepts learned during practical study assigned in assignment # 2.

You should use transparencies and any other material for effective presentation. The transparencies are not the presentation, but only a tool; the presentation is the combination of the transparencies and your speech. Workshop presentation transparencies should only be in typed format.

The transparencies should follow the following format:

- 1) Title page
- 2) An abstract (one page summary of the paper)
- 3) Introduction to the topic (brief history & significance of topic assigned)
- 4) Practical study of the organization (with respect to the topic)
- 5) Data collection methods
- 6) SWOT analysis (strengths, weaknesses, opportunities & threats) relevant to the topic assigned
- 7) Conclusion (one page brief covering important aspects of your report)
- 8) Recommendations (specific recommendations relevant to topic assigned)

GUIDELINES FOR WORKSHOP PRESENTATION:

- Make eye contact and react to the audience. Don't read from the transparencies or from report, and don't look too much at the transparencies (occasional glances are acceptable to help in recalling the topic to cover).
- A 15-minute presentation can be practiced several times in advance, so do that until you are confident enough. Some people also use a mirror when rehearsing as a substitute for an audience.

WEIGHTAGE OF THEORY & PRACTICAL ASPECTS IN ASSIGNMENT # 2 & WORKSHOP PRESENTATIONS

Assignment # 2 & workshop presentations are evaluated on the basis of theory & its applicability. The weightage of each aspect would be:

Theory:	60%
Applicability (practical study of the organization):	40%

**HUMAN RESOURCE MANAGEMENT
Course Outline (8502)**

Unit-1: Introduction – Human Resource Management

- 1.1 Strategic Role of Human Resource Management:
 - 1.1.1 Human Resource Management Process
 - 1.1.2 Line and Staff Aspects of HRM
 - 1.1.3 HR Manager Proficiencies
 - 1.1.4 Employment Law
 - 1.1.5 HR and Technology
- 1.2 Human Resource Management:
 - 1.2.1 Types of Strategic Plans
 - 1.2.2 Achieving Strategic Fit
 - 1.2.3 HR and Competitive Advantage

Unit-2: Recruitment and Placement

- 2.1 Job Analysis
- 2.2 HR Planning and Recruitment

- 2.2.1 Planning and Forecasting
- 2.2.2 Sources of Candidates
- 2.2.3 Workforce Diversity
- 2.3 Employee Selection Process

Unit-3: Training and Development

- 3.1 Training and Developing Employees:
 - 3.1.1 Employees Orientation
 - 3.1.2 Training Process:
 - 3.1.2.1 Strategic Context of Training
 - 3.1.2.2 Training and Development Process
 - 3.1.2.3 Motivation, Training and Learning
- 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 Appraisal and Performance Management

- 4.1 Performance Appraisal and Performance Management:
 - 4.1.1 Comparing Performance Appraisal and Performance Management
 - 4.1.2 Employee's Goals and Work Efforts
- 4.2 Aspects of Performance Appraisal:
 - 4.2.1 Realistic Appraisals
 - 4.2.2 Steps in Appraising Performance
 - 4.2.3 Types of performance Appraisals and its Merits and Demerits

Unit-5: Managing Careers

- 5.1 Basics of Career Management
- 5.2 Roles in Career Development
- 5.3 Managing Promotions and Transfers
- 5.4 Employee Commitment
- 5.4 Layoffs

Unit-6: Compensation

- 6.1 Establishing Pay Plans
- 6.2 Pay for Performance and Financial Incentives:
 - 6.2.1 Employee Incentives and Recognition Programs
 - 6.2.2 Incentives for Managers and Executives
 - 6.2.3 Team/Group Variable Pay Incentive Plans
 - 6.2.4 Organization-Wide Variable Pay Plans
- 6.3 Benefits:
 - 6.3.1 Monetary & Non-Monetary Benefits

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 Negotiating Team
 - 7.3.3 Bargaining Items
 - 7.3.4 Bargaining Stages
 - 7.3.5 Contract Agreement
- 7.4 Grievances:
 - 7.4.1 Sources of Grievances
 - 7.4.2 Grievance Procedure
 - 7.4.3 Guidelines for Handling Grievances

Unit-8: Ethics, Justice, Safety and Health Issues

- 8.1 Ethics and Fair Treatment at Work:
- 8.2 Role of HR Management in Fostering Ethics and Fair Treatment:
- 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 Impact on HRM on Inter-Country Differences
- 9.2 HR practices in a Global Context

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.

