

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

Managing Human Resources (5563)

CHECK LIST

SEMESTER: Autumn, 2012

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:

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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".**

Course: Human Resource Management (5563)

Semester: Autumn, 2012

Level: Executive MBA/MPA

Total Marks: 100

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.

ASSIGNMENT No.1

- Q. 1 HRM has emerged as a key functional area which emphasis some key aspects that needs to be considered for effective coordination, management and motivation of workforce. But there exists some key differences between personnel management and human resource management. Enlist the differences between these two and also specify, the organization where you are working/worked is based on HRM or Personnel Management Philosophy and how? **(20)**
- Q. 2 As you know, the concept of human resources management has emerged as a distinct function and subject area during 1920. Provide a detailed overview of historical antecedents of the HR Functions? **(20)**
- Q. 3 Strategic Human Resource Management (SHRM) focuses on the linking of all HR activities with the organization's strategic business objectives. The approach is concerned with long-term issues of people and macro-concerns about structure, quality, culture, values, commitment as well as matching resources to future need. Elucidate the contribution of the Michigan group and the Harvard group in this regard. **(20)**
- Q. 4 Describe the HR planning functions with respect to your organization? What similarities and differences you see between the HR Planning practices of your

organization and of well-run organizations? Suggest ways to improve Human Resources Planning in your organization. (20)

- Q. 5 Discuss the influential role played by the theories of career development and also highlight the contributions made by these theories concerned with external influences upon the individual's career. (20)

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 to 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) Conclusion and recommendation
 - 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)
 1. Un-structured/structured decision making under un-certain environment
 2. Barrier in communication and cross cultural distinctions

3. Importance of departmentalization in business organization
 4. Causes of inter organization “conflict management issues”
 5. Work Diversity Challenges and Mergers
 6. Personality Traits of a Leader
 7. Employee motivation of public organization in Pakistan
 8. Team Building Criteria (Critical Appreciation)
 9. Evolution of Management Science
 0. Group Oriented Behavior in South Asia, (Discuss Pakistan)
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HUMAN RESOURCE MANAGEMENT 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
 - 1.2 Approaches to HRM
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
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
 - 7.2 An Environmental Perspective on HRM
 - 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
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)?
3. Significance of SHRM?
4. Strategy, Human Resources Management, and Organizational Outcomes
 - 4.1 SHRM Links
 - 4.2 Implementation of SHRM

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
 - 2.3 Responsibility of HR Planning
3. HR Forecasting
 - 3.1 Forecasting Demand for Employees
 - 3.2 Employment Forecasting Techniques
4. Creation of an HR/Staffing Plan
 - 4.1 Internal Considerations
 - 4.2 External Considerations
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
 - 8.3 Trends in the Labour Supply
 - 8.4 Labour Force Quality
 - 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
 - 10.2 Career 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
- 2.6 Collecting Job Data
- 2.7 JA methods
- 2.8 Recent Trends in Job Analysis
- 3. Job Design
 - 3.1 Job Design Methods
 - 3.2 Perspectives on the Design of Work
- 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
 - 2.3 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
 - 4.3 Selection Methods
 - 4.4 Barriers to Effective Selection
 - 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
- 3.4 The Nature of the Learner
- 3.5 The Outcomes and Process of Learning
- 3.6 Development
- 3.7 The Organisation as a Context for Learning
- 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
 - 4.6 Training Methods
 - 4.7 Responsibility for and Delivery of Training
 - 4.8 Evaluation and Monitoring of Training
 - 4.9 International Training Trends
 - 4.10 Adaptability and Change in the 21st Century
- 5. Management Development
 - 5.1 Definition
 - 5.2 HRM and Management Development
 - 5.3 Organising and Implementing Management Development Programmes
 - 5.4 Issues and Controversies in 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
 - 3.3 Methods of Performance Appraisal
- 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
 - 5.3 Employee Problems with Performance Appraisal
- 6. Job Evaluation
 - 6.1 Definition
 - 6.2 Job Evaluation Methods
- 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
 - 8.6 Executive Compensation
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
 - 3.2 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
 - 4.4 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
 - 3.2 Possible Causes of Difficult Job Behaviour
4. Disciplinary Process
 - 4.1 Elements in a Disciplinary System
 - 4.2 Philosophies of or Approaches to Discipline
 - 4.3 Disciplinary Methods
 - 4.4 Administration of Discipline

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
 - 8.2 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
 - 11.3 Consequences of Stress
 - 11.4 Executive Stress
 - 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)
3. The International Labour Organisation (ILO)
 - 3.1 Scope
 - 3.2 Objective
 - 3.3 Principles
4. Labour Legislation
 - 4.1 Types of Legislation
5. Industrial Disputes/Conflicts

- 5.1 Nature of Conflicts
- 5.2 Types of Disputes
- 5.3 Causes of Disputes
- 5.4 Resolution of Conflict and Settlement of Disputes
- 6. Trade Unionism
 - 6.1 Principles of Trade Unions
 - 6.2 Classification of Trade Unions
 - 6.3 Evolution of Trade Unions
 - 6.4 The Trade Union as an Organisation
 - 6.5 Problems of Trade Unions
- 7. Collective Bargaining
 - 7.1 The Concept in;
 - 7.2 The Nature and Scope of Collective Agreements
 - 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;

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
- 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
- 3. Discrimination
- 4. Organisational Development (OD)
- 5. Managing Change
 - 5.1 Motivating People to Change
 - 5.2 Leading Change
- 6. Downsizing
 - 6.1 Definition
 - 6.2 Approaches to Downsizing
 - 6.3 Alternatives to Downsizing
- 7. Toward an HR Philosophy
 - 7.1 The Need for a Philosophy
 - 7.2 Auditing the HR Function