

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

**Course: Human Resource Management (8502)
Level: M.Com**

Semester: Spring 2014

CHECKLIST

This packet comprises the following material:

- 1) Text book
- 2) Assignments # 1 & 2
- 3) Course outline
- 4) Assignment 6 forms (2 sets)
- 5) Assignment submission schedule

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".

Course: Human Resource Management (8502)
Level: M. Com.

Semester: Spring 2014
Total Marks: 100
Pass Marks: 50

ASSIGNMENT No. 1

(Units: 1-5)

Note: Attempt all questions.

- Q. 1 Explain the significance of Strategic Human Resource Management. Explain the various types of strategic plans at the macro and micro level. **(20)**
- Q. 2 Explain the following with examples: **(20)**
- (a) On-the-Job Training
 - (b) Off-the-Job Training
 - (c) Realistic Appraisals
- Q. 3 (a) Describe the various forecasting techniques and how these techniques are being used in human resource planning. **(10)**
- (b) Explain the issues in demand forecasting. Discuss the different factors contributing to demand forecasting. **(10)**
- Q. 4 What do you mean by job analysis? Explain the process of job analysis. Explain various methods of collecting information for job analysis. **(20)**
- Q. 5 What is career? Is the concept of career planning and succession planning realistic in today's dynamic environment. **(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) Workplace Safety
- 1) Employee Orientation
- 2) 360 Degree Feedback
- 3) Workforce Diversity
- 4) Sexual Harassment
- 5) International HRM
- 6) Grievance Handling Procedures
- 7) Pay Plans
- 8) Layoffs and its Effect on Motivation
- 9) HRM and Strategic Fit

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 you opportunity to express your 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 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 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 Selection

- 2.1 Job Analysis
- 2.2 HR Planning and Requirement
 - 2.2.1 Planning and Forecasting
 - 2.2.2 Sources of Candidates
 - 2.2.3 Workforce Diversity
- 2.3 Employee Testing Process

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 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
- 5.5 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:

Armstrong, Michael. (2010). *A Handbook of Human Resource Management*. UK: McGraw Hill.

Cascio, W. (2010). *Managing Human Resources*. UK: McGraw Hill.

Dessler, G. (2010). *Human Resource Management*. UK: Pearson/Prentice-Hall.

Legge, Karen. (2008). *Human Resource Management. Rhetoric and Realities*, UK: Pearson/Prentice-Hall.

Sims, R. (2009). *Organizational Success through Effective Human Resources Management*. London: Quorum Books, Westport.

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