

**BS-Human Resource Management**  
**(Scheme of Studies)**

<b>Course Code</b>	<b>Semester-VII</b>	<b>Credit Hours</b>
BS-221	Training and Development	3
BS-223	Recruitment and Selection	3
BS-226	Performance Management	3
<b>Course Code</b>	<b>Semester-VIII</b>	<b>Credit Hours</b>
BS-233	Industrial Relations	3
BS-228	H.R Development	3
BS-231	Leadership and Team Management	3

# **SEMISTER-VII**

**Course Title: TRAINING AND DEVELOPMENT**

**Course Code: BS-221**

**Credit Hours: 3**

### **Course Description and Objectives**

Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached. This course will familiarize students with the training and development function.

Topics covered in this course will include: training needs assessment, the development of Specific training objectives, the planning and delivery of instruction, relevant learning principles, and the Development and implementation of criteria and procedures for evaluation of training. Thus the course provides a general framework for examining and revising existing training programs and for establishing New, viable training programs. In addition, special training topics will be explored based on students' Interests.

### **COURSE OUTLINES AND WEEKLY CLASS PLAN**

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 1-2</b>	The Training and Development Process
<b>Week 3-4</b>	Organization Learning
<b>Week 5-6</b>	The Need Analysis Process
<b>Week 7-8</b>	Training Design
<b>Week 9</b>	Off The-Job Training Methods

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 10</b>	On The Job Training Methods
<b>Week 11</b>	Technology Based Training Methods
<b>Week 12</b>	Training Implementation and Delivery
<b>Week 13</b>	The Cost And Benefits Of Training
<b>Week 14</b>	Training Evaluation and Training Programs
<b>Week 15</b>	Management Development
<b>Week 16</b>	Training Trends And Best Practices

### **Reference Books**

1. Effective Training, By P Nick Blanchard, James W Thacker 3<sup>rd</sup> Edition
2. Performance Management Through Training And Development By Saks.Haccoun.Belcourt, India Edition
3. Internet And Library Sources

**Course Title: RECRUITMENT AND SELECTION**

**Course Code: BS-223**

**Credit Hours: 3**

**Course Description and Objectives**

Effective Recruitment and Selection is important as part of a manager’s role and to the success of an organization. This course provides learners with an increased understanding of the recruitment and selection process. It outlines the 6 stages of effective recruitment and provides learners with information on how to make recruitment and selection processes work for them.

On completion of this course, learners will be able to describe a variety of selection methods, including their advantages and disadvantages and also understand the impact of legislation on the recruitment and selection process.

**COURSE OUTLINES AND WEEKLY CLASS PLAN**

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 1-3</b>	<b>Introduction and Overview of R&amp;S:</b> Introduction To Course, Human Resource Management Functions, What is Organizational Entry, Four Phases of Organizational Entry, Difference between Recruitment and Selection, The Generic process of Recruitment and Selection, What is Job Description & Job Specification, Importance of Job Description and Job Specification in Recruitment & Selection, Recruitment and Selection Specialist role in organizations, MBTI personality type of R&S Specialist.
<b>Week 4-6</b>	<b>Recruitment Administration:</b> Methods of Recruitment, Merits and Demerits of Various Recruitment Methods, How to prepare newspaper job ads, Electronic Recruitment, Professional Networking and Recruitment, Recruitment Process Outsourcing, Recruitment and its options
<b>Week 7-8</b>	<b>Selection Administration:</b> Selection Devices and Selection Decision Outcomes, Psychometric Testing (Personality and Motivational, Driver Tests) of Job Candidates, What is Job Interview all about?, Types of Job Interviews, Preparation areas before conducting Interviews, Interview Process, Questioning Techniques during Interviews Evaluating the Candidates, Questions should avoid, Interpreting Body Language of Interviewees, How to avoid Common Interviewing Mistakes?, How to involve line managers in selection process?
<b>Week 9-10</b>	<b>Orientation of New Employees:</b> What is New Employee Orientation?, Areas to be Covered in Orientation, Process of Orientation, Role of Orientation, Successful Orientation Program (Orientation Vs Integration), Evaluating the Success of an Orientation Program, Cyberspace Orientation

WEEK	TOPICS
<b>Week 11-13</b>	<b>R&amp;S Policy, Procedures and Documents:</b> What is Policy? HR Policies? R&S Policy?, How to write R&S Policy and Procedures?, Documents use in whole Recruitment and Selection process (Form and Letters), How to design R&S administrative process, Forms and Letters, Automation in Recruitment Administrative Process.
<b>Week 14-16</b>	<b>Measurements in Recruitment &amp; Selection:</b> Cost per Hire, Time taken to fill a job vacancy, Staff-turnover Cost by Recruitment Source, Internal Hire Probability Return on Investment (ROI) calculations of Employer, Branding

### Reference Books

1. Heneman, H. G. III, & Judge, T. A. (2003). Staffing Organizations, 4th ed. Boston: McGraw-Hill Irwin.
2. Kaplan, R. M., & Saccuzzo, D. P. (1989). Psychological testing: Principles, applications, and issues. Belmont, CA: Wadsworth.

**Course Title: PERFORMANCE MANAGEMENT**

**Course Code: BS-226**

**Credit Hours: 3**

**Course description and objectives**

The course is designed to develop and understand the importance of an effective performance management system in helping organizations define and achieve long-term and short-term goals vital to its overall success. It explains and reinforces the concept that performance management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing and improving individual and organizational performance. A focus on practical learning will give students the knowledge and skills needed to direct and support supervisors in this important management function.

**COURSE OUTLINES AND WEEKLY CLASS PLAN**

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 1</b>	<b>Introduction:</b> Definitions, The Performance Management System, Why Performance matters, What’s Ahead
<b>Week 2-3</b>	<b>Goals:</b> Formulating goals, Getting alignment, The characteristics of effective goals, Planning for success Three mistakes to avoid, Get it on paper, Four steps to accomplishing goals.
<b>Week 6</b>	<b>Motivation: The not-so-secret ingredient of high Performance</b> Theories of Motivation, What about Rewards, Practical Tips for motivating, Summing up.
<b>Week 7</b>	<b>Monitoring Performance: Looking for What’s going wrong and right</b> Observe and gather data, Move from Observations to discussions, Be an active listener, Ask the Right questions, Form and Test your hypothesis, Summing up.
<b>Week 8</b>	<b>Closing Gaps and Improving Performance:</b> The basics of coaching, Coaching opportunities, Discussions and Agreements, Active coaching, Follow Up, Summing up.
<b>Week 9</b>	<b>Becoming A Better Coach: Beyond The Basics</b> Conserve Time And Energy, Create the right Climate, Avoid these common mistakes, The challenge of Team coaching, Summing up.
<b>Week 10-11</b>	<b>Formal performance Appraisal:</b> Improving Results through Feedbacks, What is it?, Eight steps to effective appraisal, two problems to avoid, Summing up.
<b>Week 12-13</b>	<b>Employee Development: Helping people grow in their carriers</b> Begin with the employee, Develop a Plan, Basic Tactics for Employee development, Summing up

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 14-15</b>	<b>Intractable Performance Problems: Face them Head-On</b> Diagnose the Problems, Confront Poor performers, handling C Performers, Is burnout the problems?, When all else fails, Summing up.
<b>Week 16</b>	<b>Epilogue: What leaders must do</b>

### **Reference Books**

1. Performance Management by Herman Aguinis.
2. Performance Management: key strategies and practical guideline by Michael Armstrong.
3. Performance Management by Robert Bacal
4. Performance management and appraisal systems: HR tools for global competitiveness by T. Venkateswara Rao, T. V. Rao.
5. Performance Management: measure and Improve the Effectiveness of Your Employees by Richard Luecke



# **SEMISTER-VIII**

**Course Title: INDUSTRIAL RELATIONS**

**Course Code: BS-233**

**Credit Hours: 3**

### **Course Description and Objectives**

The course contents are to examine and analyze employee's management relation and to create awareness among the employees about rules, and acts of Industrial Relations.

### **COURSE OUTLINES AND WEEKLY CLASS PLAN**

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 1-2</b>	Employees and Industrial Relation
<b>Week 3-4</b>	Significance of Industrial Relation
<b>Week 5-6</b>	Islamic perspective of industrial relations
<b>Week 7-8</b>	Employee communication in IR
<b>Week 9-10</b>	Collective bargaining
<b>Week 11</b>	Promotions
<b>Week 12</b>	Industrial grievance
<b>Week 13</b>	Occupational health and safety act
<b>Week 14</b>	Discipline and Employee Rights in IR
<b>Week 15</b>	Wages and Salary Administration procedures, time study, rate setting
<b>Week 16</b>	Industrial Relation Acts and Ordinances in Pakistan

## **Reference Books**

1. Ali, Hamid, (1998) The Enactment of Industrial Relation, Karachi: Labor Law Publisher, 1998
2. Kannan, S. (1996) Industrial and Labour Law Procedure, New Delhi: UK Publishers.
3. Bhargava, V.B. (1996) Industrial & Labour Law, Lucknow: Vinod Law Publications.
4. Armstrong, M, (1994) Strategies for Human Resource Management, New York: Mac Graw Hill.

**Course Title: HUMAN RESOURCE DEVELOPMENT (HRD)**

**Course Code: BS-228**

**Credit Hours: 3**

**Course description and objectives**

This course will enable students to critically understand the role of human resource development in enhancing performance within their own institutions and societies. Emphasis is placed on how HRD can support economic and social advancement by improving public services, and in building capabilities within individuals, organizations and communities to effectively cope with change. The subject aims to develop students' critical appreciation of globalisation processes, policy initiatives and development management plans to support skills development and human capabilities, including development issues associated with eradicating gender inequalities, fostering human well being and maintaining sustainable livelihoods.

**COURSE OUTLINES AND WEEKLY CLASS PLAN**

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 1-2</b>	<b>Introduction To Human Resource Development:</b> The Evolution Of Human Resource Development, The Relationship Between Human Resource, Human Resource Development Function, Roles And Competencies Of An HRD Professional, Challenges To Organization To HRD Professionals
<b>Week 3-4</b>	<b>Influences on Employee Behavior:</b> Model Of Employee Behavior, External Influences on Employer Behavior, Motivation: A Fundamental Internal, Other External Factor That Influence
<b>Week 6</b>	<b>Assessing HRD Needs:</b> Strategic/Organizational Analysis, Task Analysis, Personal Analysis, Prioritizing HRD Needs
<b>Week 7</b>	<b>Designing Effective HRD Programs:</b> Defining the Objective of the HRD Intervention, Selecting the Trainer, Preparing a Lesson Plan, Selecting Training Methods And Media , Preparing Training Materials, Scheduling the HRD Program
<b>Week 8</b>	<b>Evaluating HRD Program :</b> The Purpose of HRD Evolution, Models and Frameworks of Evolution, Data Collection for HRD Evolution, Research Design, Ethical Issue Concerning Program

WEEK	TOPICS
<b>Week 9</b>	<b>Skills and Technical Training</b> : Basic Workplace Competencies, Basic Skills / Literacy Program, Technical Training, Interpersonal Skills Training, Role of Labor Union in Skills and Technical, Professional Development and Education
<b>Week 10</b>	<b>Coaching and Performance Management:</b> The Need for Coaching, Definition for Coaching, Coaching to improve Poor Performance
<b>Week 11</b>	<b>Employee Counseling and Wellness Services:</b> An Overview of Employee Counseling Program, Employee Assistance Program, Stress Management Intervention, Employee Wellness and Health Promotion Programs, Issues in Employee Counseling
<b>Week 12</b>	<b>Career Management and Development:</b> Defining Carrere Concepts, Stage of Life and Career Development, Models of Career Development
<b>Week 13-14</b>	<b>Management Development:</b> Describing the Managers Job: Management Roles and Competencies, Making Management Development Strategic
<b>Week 15-16</b>	<b>HRD and Diversity: Diversity Training And Beyond</b> :Organizational Culture, Adapting to Demographic Changes, Crosse – Cultural Education and Training Programs, Human Resource Programs

### Reference Books

1. William B. Werther & Keith Davis “Human Resource & Personnel”McGraw Hill.
2. Bernardin & Russell, McGraw Hill. (Latest Edition)
3. Fred Luthans. Organizational Behavior McGraw Hill, (Latest Edition)
4. Organizational Behavior, Robert Kreitner&Angelokinicki, Latest Edition, IR

**Course Title: LEADERSHIP**

**Course Code: BS-231**

**Credit Hours: 3**

**Course description and objectives**

The course is designed to develop the understanding & knowledge of “the Leadership concepts and the skill sets necessary for performing the team leader functions in today’s dynamic and competitive organizations. The course will be divided into two main components, the Leadership and Team dynamics. The main focus of this course will be on Leader, Followers and situation to understand the concept of leadership.

**COURSE OUTLINES AND WEEKLY CLASS PLAN**

<b>WEEK</b>	<b>TOPICS</b>
<b>Week 1-2</b>	<b>Introduction to Leadership:</b> What does it mean to be a Leader?, The nature of Leadership, The new reality for today’s Organization, Comparing Management and Leadership, Evolving theories of Leadership, Leadership is not automatic, Learning the Art and Science of Leadership
<b>Week 3-4</b>	<b>Research Perspective on Leadership:</b> Traits, Behavior, and Relationships, The Trait Approaches, Individualized Leadership
<b>Week 6</b>	<b>Contingency Approaches:</b> The Contingency Approaches, Fiedler’s Contingency Model, Hersey and Blanchard’s Situational Theory, Path-Goal Theory, The Vroom-Jago Contingency Model, Substitutes for Leadership
<b>Week 7</b>	<b>The Personal Side Of Leadership:</b> The Leader as an Individual, Personality and Leadership, Values and Attitudes, Cognitive Differences, Personality and Leadership Style: The Role of Charisma, Transactional versus Transformational Leadership
<b>Week 8</b>	<b>Followership:</b> The role of Followers, Developing Personal potential, Source of Follower power, Strategies for managing up what Followers want, Building a community of Followers
<b>Week 9</b>	<b>Motivation &amp; Empowerment:</b> Leadership and Motivation, Needs-Based Theories of Motivation, Other Motivational Theories, The carrot and stick controversy, Empowering people to meet higher needs, Organizational motivational programs

WEEK	TOPICS
<b>Week 10</b>	<b>Leadership and Communication:</b> How leaders communicate, Leading strategies conversations, The leader as Communication champion, Selecting rich Communication channels, Communication in crises
<b>Week 11</b>	<b>Leading Teams:</b> Teams in Organizations, Team types and characteristics, Leading effective Teams, The leader's new challenge: Virtual and Global Teams, Handling Team conflict
<b>Week 12</b>	<b>Developing Leadership Diversity:</b> Global Diversity, Challenges Minorities face, Leadership initiatives toward organization Diversity, Leadership Solutions
<b>Week 13-14</b>	<b>Leadership Power and Influence:</b> Power, Influences and Leadership, Sources of leader Power in organizations, Increasing Power through political activity, Tactics for asserting leader influence, Ethical considerations in using power and politics
<b>Week 15-16</b>	<b>Leading Change:</b> Change or Perish, Leading a Major Change , Strategies for everyday Change, Dealing with resistance, The negative impact of Change, Leading innovation

### Reference Books

1. Leadership by **Richard L Daft.**
2. Leadership: Theory & Practices by **Peter G. (Guy) Northouse.**
3. Leadership: Classical, Contemporary, and Critical Approaches by **Keith Grint.**