



University of Management *and* Technology

**MG-350 MANAGING HUMAN CAPITAL**

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Contact Hours:	45		
Office Address:	Old building 3N-10		
Programme:	Undergraduate		
Section:	D		
Semester:	Spring 2024		
Course Pre-requisites:	Principles of Management & Organizational Behavior		
Credit Hours:	3		
Course Type:	Core Course		
Venue/Day/Time :	<b>Tuesday</b> 11:30AM – 01:30PM	<b>Wednesday</b> 11:30AM – 01:00 PM	<b>Friday</b> By Appointment
Course URL (if any):	Link already registered in your student portal. Automatic enrollment.		

<b>Course Description:</b>
<p>Human Resource management is a central function of any organization. Generally, 50 percent or more of an organization’s operating budget is used to pay the people who work there. HR management can be defined as the effective use of human capital in an organization through the management of people-related activities. It involves leadership, values, employment planning, recruiting and selecting employees, training and compensating them, and evaluating their performance. It also significantly influences the corporate culture and norms.</p> <p>The general purpose of this course is to familiarize students with the basic principles and techniques of human resource management. The course takes a practical view that integrates the contributions of the behavioral sciences with the technical aspects of implementing the HR function in the ‘real world.’ Certainly, not everyone who takes this course will become a human resource professional, although they will learn a great deal</p>



## University of Management *and* Technology

about those roles. Indeed, for many students this course will be the only HR course they take. However, all managers, no matter what their specialization, play an integral role in carrying out HR policies and practices in their organization – and they have to deal with their organization’s human resources department.

Thus, a basic understanding of human resource management is essential whether the student works in a government agency, financial services, hospital, high technology industry, retail, educational institution, or other type of organization. A key objective of this course is to show that HR management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.

<b>Course Teaching Methodology</b>	
Lectures	60%
Class activities	10%
Case based teaching	15%
Applied projects	15%

<b>Programme Educational Objectives (POs):</b>	
PO1:	To develop effective Teamwork and Leadership Skills
PO2:	To inculcate Critical Thinking and effective Decision-Making skills
PO3:	To develop Effective Communication Skills
PO4:	To polish Core Business Knowledge and Competence
PO5:	To expose and inculcate Ethical Behavior and Social Responsibility
PO6:	To provide real-life work experiences.
PO7:	To provide global perspectives.

<b>Programme Learning Outcomes (PLOs):</b>		<b>Mapping the PLOs with POs</b>
<b>After completing this degree programme, students shall be able to:</b>		
PLO1	Work effectively in teams and understand group processes, leadership, conflict, power and culture in organization.	PO1, PO5, PO6
PLO2	Use analytical and reflective thinking techniques.	PO2, PO4, PO6
PLO3	Apply appropriate quantitative and qualitative techniques in solving business problems.	PO2, PO3, PO4, PO5, PO6



## University of Management and Technology

PLO4	Draft effective business documents and prepare and deliver effective oral business presentations using the variety of appropriate technologies.	PO1, PO3, PO6
PLO5	Demonstrate competency in the underlying concepts, theory and tools taught in the core undergraduate curriculum.	PO4, PO5, PO6, PO7
PLO6	Identify and analyze ethical conflicts and social responsibility issues involving different stakeholders.	PO5, PO6
PLO7	Understand the dynamics of industry and understand business as an integrated system and apply strategic planning tools.	PO2, PO3, PO6
PLO8	Identify and analyze relevant global factors that influence decision making in an international business setting.	PO6, PO7

<b>Course Learning Outcomes (CLOs):</b> After completing this course, students shall be able to:		
		<b>Mapping the CLOs with PLOs</b>
<b>CLO-1</b>	Understand relevant HRM theory, policies and practices in the field of Human Resource Management and explain the role and importance of the human resources function in national and international organizations.	PLO-1, PLO-2, PLO-4, PLO-5, PLO-7
<b>CLO-2</b>	Explain the strategic human resource management process and strategic role of HR manager.	PLO-1, PLO-3, PLO-4, PLO-7, PLO-8
<b>CLO-3</b>	Describe the purpose and process of designing and analyzing jobs, determining relative worth of jobs and applying it in different job settings.	PLO-1, PLO-3, PLO-4
<b>CLO-4</b>	Understand the purpose and benefits of effective orientation, training, performance appraisal and describe how organizations reward employees that help in sustainability.	PLO-3
<b>CLO-5</b>	Discuss the importance of effective employee and labor relations and how organizations create a positive work environment.	PLO-1, PLO-4

<b>Assurance of Learning and Assessment Items:</b> <i>Specify Assessment Items that will assure student learning through application and achieve objectives of specific PLOs / COs / CLOs</i>	
<b>Assessment Item</b>	<b>Application/ Objectives PLO / CO / CLO</b>
Quizzes	PLO-4, CLO-1 to CLO-5
Assignment & Class Activities	PLO-1, PLO-3, PLO-8, CLO-1
Class Participation	PLO-1, PLO-2.
Mid-term exam	PLO-4, CLO-1 to CLO-3



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Project & Presentation	PLO-2, PLO-5, PLO-6, PLO-7, CLO-1 to CLO-5
Final exam	PLO-1 to PLO-5, CLO-1 to CLO-5

Assessment Structure and Grading Policy*:		
Assessment Item	Weight (%)	Execution Plan
Quizzes	10	A total of 6 quizzes with n-1
Assignment & Activities	10	A total of 3 assignments
Class Participation	10	Includes class participation and attendance
Mid-term exam	25	One-time assessment
Project	10	A group project allocated after mid-term exam
Presentations	5	Individual-based presentations conducted in last two weeks
Final exam	30	One-time assessment
<b>Total</b>	<b>100</b>	

*\*Rubrics for all assessments (including mid and final exams) will be provided separately to the students.*

### **STUDENTS ARE REQUIRED TO READ AND UNDERSTAND ALL ITEMS OUTLINED IN THE PARTICIPANT HANDBOOK**

#### **Class Policy: -**

- **Be on Time**  
You need to be at class at the assigned time. After 10 minutes past the assigned time, you will be marked absent.
- **Mobile Policy**  
**TURN OFF YOUR MOBILE PHONE!** It is unprofessional to be texting or otherwise.
- **Email Policy**  
**READ YOUR EMAILS!** You are responsible if you miss a deadline because you did not read your email. Participants should regularly check their university emails accounts regularly and respond accordingly.
- **Class Attendance Policy**  
A minimum of 80% attendance is required for a participant to be eligible to sit in the final examination. Being sick and going to weddings are absences and will not be counted as present. You have the opportunity to use 6 absences out of 30 classes. Participants with less than 80% of attendance in a course will be given grade 'F' (Fail) and will not be allowed to take end term exams. International students who will be leaving for visa during semester should not use any days off except for visa trip. Otherwise, they could reach short attendance.
- **Moodle**  
UMT –LMS (Moodle) is an Open-Source Course Management System (CMS), also known as a learning Management System (LMS). Participants should regularly visit the course website on



## University of Management *and* Technology

MOODLE Course Management system, and fully benefit from its capabilities. If you are facing any problem using Moodle, visit <http://oit.umt.edu.pk/moodle>. For further query send your queries to [moodle@umt.edu.pk](mailto:moodle@umt.edu.pk)

- **Harassment Policy**

Sexual or any other harassment is prohibited and is constituted as punishable offence. Sexual or any other harassment of any participant will not be tolerated. All actions categorized as sexual or any other harassment when done physically or verbally would also be considered as sexual harassment when done using electronic media such as computers, mobiles, internet, emails etc.

- **Use of Unfair Means/Honesty Policy**

Any participant found using unfair means or assisting another participant during a class test/quiz, assignments or examination would be liable to disciplinary action.

- **Plagiarism Policy & ChatGPT**

All students are required to attach a "Turnitin" report on every assignment, big or small. Any student who attempts to bypass "Turnitin" will receive "F" grade which will count towards the CGPA. The participants submit the plagiarism report to the resource person with every assignment, report, project, thesis etc. If student attempts to cheat Turnitin, he/she will receive a second "F" that will count towards the CGPA. There are special rules on plagiarism for final reports etc. all outlined in your handbook.

- **Withdraw Policy**

Students may withdraw from a course till the end of the 12th week of the semester. Consequently, grade W will be awarded to the student which shall have no impact on the calculation of the GPA of the student. A Student withdrawing after the 12th week shall be automatically awarded "F" grade which shall count in the GPA.

- **Communication of Results**

The results of quizzes, midterms and assignments are communicated to the participants during the semester and answer books are returned to them. It is the responsibility of the course instructor to keep the participants informed about his/her progress during the semester. The course instructor will inform a participant at least one week before the final examination related to his or her performance in the course.

## University of Management and Technology

Weekly Session Plan:			
Week	Topics / Contents	Activity	Application/Objectives PLO / CLO
	<b>Introduction to Course</b>	-Student- teacher introduction. -Ice breaking	<b><i>Detailed discussion of course outline.</i></b>
1	<b>Introduction to Human Resource Management</b>	-Lecture -Discussions	<b><i>After this session</i></b> students would be; - Able to conceptualize, and reflect on what human capital and how these relate to management process of an organization. - In a position to rationalize the importance of strategic role of human capital in the gain of competitive advantage for an organization  <b>PLO-4, PLO-7, PLO-8/ CLO-1</b>
2	<b>Strategic Human Resource Management in National and International environment.</b>  <i>Industry Report Analysis: Labor Market Profile of Pakistan – 2021-2022.</i>  <i>Industry Report Analysis: Population, Labor Force and Employment, Pakistan Economic Survey (2020-2021).</i>	Lecture Case Analysis Group Discussion	<b><i>After this session</i></b> students would be able to; -Link the HRM practices with the strategic goals of the organization. -Describe the reciprocal relationship between strategy formulation and HRM functions. -Demonstrate the more popular generic strategies and various HR practices associated with each.  <b>PLO-1, PLO-4, PLO-7, PLO-8/ CLO-2</b>
3	<b>Job Analysis</b>  <i>Industrial Report Analysis: Human Development Index Report of Pakistan (2020)</i>	Lecture Case Discussion Class Exercise with introduction to O* Net Quiz Assignment 3	<b><i>After this session</i></b> students would be; -Able to explain the importance and uses of job analysis information, and

University of Management and Technology

	<p><i>Article Reading: Maurer, R.(2021). Job candidates' expectations have changed. How are employers responding? HarvardBusiness Cases</i></p>		<p>methods of conducting a job analysis. -Aware of the tasks of writing job descriptions and job specifications. Able to do a job analysis, write a job description and job specification for any existing firm.</p> <p><b>PLO-1, PLO-4/CLO-3</b></p>
4	<p><b>Human Resource Planning &amp; Recruiting</b></p> <p><i>Article Reading: Kropp, B. (2021). Trends that will shape work in 2021 and beyond. Harvard BusinessCases</i></p>	<p>Lecture Case Discussion</p>	<p><b>After this session students would be;</b> -Explain the process of HR planning, forecasting personnel requirements, managing human shortages and surpluses, and challenges associated with each step of the process.</p> <p><b>PLO-1, PLO-4/CLO-3</b></p>
5	<p><b>Testing &amp; Selection</b></p>	<p>Lecture Class Exercise Video Clip Quiz</p>	<p><b>After this session students would be;</b> -Address the steps and methods involved in recruitment and selection process. -Define the ethical and legal issues associated with this process. -Perform a recruitment and selection task for any living organization by devising a competitive recruitment and selection strategy.</p> <p><b>PLO-3 &amp; PLO-4/ CLO-4</b></p>
6	<p><b>Interviewing Candidates.</b> <i>Role Plays</i></p>	<p>Lecture Short video clips Role Play Class Exercise</p>	<p><b>After this session students would be able to;</b> -Give an overview of types of interviews and their features.</p>

**University of Management and Technology**

			-Discuss common mistakes in interviewing, and effective interviewing techniques <b>PLO-3 &amp; PLO-4/CLO-4</b>
7	<b>Training and Developing Employees for Sustainability.</b> <i>With Emphasis on Social Sustainability through techniques like Stress Management</i>	Lecture Case Analysis Video clips Assignment 3	<i>After this session</i> students would be in a position to; -Define the issues related to training and development of employees, needs analysis, techniques, purposes, and evaluation. -Throw a light on the importance of employees' orientation, training and development in gaining competitive advantage.  <b>PLO-3 &amp; PLO-4/ CLO-5</b>
8	<b>Mid- term Exam</b>	A mix of subjective and objective questions	
9	<b>Performance Management &amp; Appraisal</b> <i>Activity: Analysis of UMT's teacher feedback form</i>	Lecture and Interactive Discussion	<b><i>Students should be able to explain:</i></b> -Describe the appraisal process. -Develop, evaluate, and administer at least four performance appraisal tools. -Explain and illustrate the problems to avoid in appraising performance. -List and discuss the pros and cons of six appraisal methods. Perform an effective appraisal interview. -Discuss the pros and cons of using different raters to appraise a person's performance.  <b>PLO-3 &amp; PLO-4/ CLO-5</b>



University of Management and Technology

10	<p><b>Establishing Strategic Pay Plans</b> <i>SHRM Case Study: Reed, S. M. Business and Benefits at Aflaq and L. L. Bean</i></p>	Lecture and Interactive Discussion + Quiz	<p><b>After this session students will be able to;</b> -Explain the kinds and methods of classic as well as contemporary pay rates. -Explain pricing process of managerial and professional jobs, and current issues in compensation management.</p> <p><b>PLO-3 &amp; PLO-4/CLO-5</b></p>
11	<p><b>Pay for Performance and Financial Incentives.</b> <i>Organizational Analysis based on international and Pakistani SME's.</i></p>	Lecture and Interactive Discussion + Case Study Assignment 3	<p><b>After this session students will be able to;</b> -Describe the different motivation theories and their impact on human efficiency. -Differentiate between incentive and recognition plans. -Identify the different option of incentives for sales people and the level of performance that can be achieved. -Distinguish between organization-wide incentives for managers and executives</p> <p><b>PLO-3 &amp; PLO-4/CLO-5</b></p>
12	<p><b>Benefits and Services</b> <i>Organizational Analysis based on international (google) and Pakistani SME's. What is different?</i></p>	Lecture and Interactive Discussion + Quiz	<p><b>After this session students will be able to;</b> -Explain the importance of benefits how to reduce the costs of employee absenteeism and increasing productivity. -Learn the level of loyalty and competitiveness that can be improved by provision of different benefits.</p> <p><b>PLO-3 &amp; PLO-4/CLO-5</b></p>

## University of Management *and* Technology

13	<b>Employee Relations/Safety and Security at work</b>	Lecture and Interactive Discussion+ Quiz	<p><i>After this session students would be able to;</i></p> <ul style="list-style-type: none"> <li>-Explain what is meant by ethical behavior at work.</li> <li>-</li> <li>-Describe at least four specific ways in which HR management can influence ethical behavior at work. ---</li> <li>Describe the HR challenges of international business</li> <li>-Employee Engagement</li> <li>-The cause and prevention of accidents.</li> </ul> <p><b>PLO-3 &amp; PLO-4/ CLO-6</b></p>
14	<b>Presentations</b>	Project Presentations will be judged based on content, delivery, confidence and response to Q & A	<b>PLO-1, PLO-2 &amp; PLO-4/ CLO-1</b>
15	<b>Presentations</b>	Project Presentations will be judged based on content, delivery, confidence and response to Q & A	<b>PLO-1, PLO-2 &amp; PLO-4/ CLO-1</b>
16	<b>Final Term Examination</b>	Paper pattern includes subjective questions only.	

<b>Primary Text Book (s):</b>
<ul style="list-style-type: none"> <li>• Human Resource Management, Gary Dessler, 16<sup>h</sup> Edition, Pearson Publishing</li> </ul>



<b>Reference / Supplementary Reading (s):</b>
<ul style="list-style-type: none"> <li>• Collings, D. G., Wood, G. T., &amp; Szamosi, L. T. (Eds.). (2018). <i>Human resource management: A critical approach</i>. 2e. Routledge.</li> <li>• Human Resource Management by Noe, Hollenbeck, Gerhart, Wright. McGraw Hill.</li> <li>• Human Resource Management - 8<sup>th</sup> edition, David A. DeCenzo &amp; Stephen P. Robbins (John Wiley &amp; Sons)</li> <li>• Human Resource Management by Derek Torrington &amp; Laura Hall</li> <li>• The primary source of reference for supplementary material will be the WWW.</li> </ul>



Dr Hasan Murad  
School of Management  
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