

School of Professional Advancement

Course Outline

Course Title: Managing Human Capital

Course Type: Core

Course Description

This course highlights the importance of an effective management of human capital. This course aims to equip students with the skills and knowledge to enable them. The course will also enable students to identifying, measure and develop the individuals to create a unique place to work. The Managing Human Capital course has been specifically designed to teach practical skills for the human resource practitioner who seeks to manage both other people and her or his own career with optimal effectiveness. This course explores, people-related issues and challenges that any good HR manager should understand to be effective. Topics include the need for human resources management and its growing professionalism; human resource practices and procedure, talent management and its importance, contemporary globalization issues, and employee relations

Format of the Course:

Weekly readings with supplement lecture material.

Instructional Course Objectives:

1. To understand that how human resource strategy tie into overall organizational strategy
2. To identify the human resources needs of an organization or department.
3. Students learn the procedures and practices used for effective management of human capital.
4. To learn about creating a place where talented people will gather, produce, develop, and thrive
5. To develop the basic set of methods and techniques needed for managing human
6. capital
7. To learn about basic administrative processes related to human capital management.

Course (Students) Objectives

Upon completion of the course, students will be able to:

1. Students will learn the theoretical and practical concept of managing human capital.
2. To understand different approaches of human capital management.
3. After undertaking this course, the students would be able to assess the potential of human capital assessment and planning

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Course Outline

Session: 1 Introduction

- One-to-one introduction
- Course introduction, teaching & assessment methodology
- Discussion on course outline
- Setting up of Norms
- Overview of evolution of HR

Session: 2 Introduction to Human Capital Management

- Relation of HRM to other business unit
- Define HRM and the origins of HRM
- Models of HRM

Class Activity: Discussion

Learning Outcomes

- The students will learn the models of HRM and explore HRM practices and its role in organization.

Session: 3 Evolution of Human Resource

- Introduction to HRM practices
- Responsibilities and Role HR Perform
- Importance of Competency and skills

Class Activity-Case Study: Managing People: The Human Factor

Learning Outcomes

- The students will learn about the competency and skills of HR professionals and how their roles and responsibilities affect organization.

Session: 4 Strategic Human Resource Management

- Types of Strategy
- Strategic Human Resource Management
- HR Metrics and Benchmarking
- Resource base view of SHRM (VRIO)

Class Activity-Case Study: Translating Strategy into HR policies and Practices: Improving performance at the Hotel Paris.

Learning Outcomes

- Students will be able to recognize the potential of HRM in organization strategy management along with few measure and metrics.

Session: 5. HR strategies in action

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- Strategies for developing people
- Need Analysis of employee potential
- Supporting employee development

Class Activity: Quiz of three sessions

Learning Outcomes

- Students will be able to understand the importance of employee competency in strategy management and also learn the process of identification of current employee competency needs

Session: 6. Talent Management

- Define talent management
- Strategic management
- Attracting and selecting
- Retaining and Developing

Class Activity-Case Study: Recruitment and retention of workers in childcare

Learning Outcomes

- The students will understand the how HR departments manage the talent by using different HR practices and functions.

Session: 7. Job Analysis and Talent Management Process

- Basic of Job Analysis
- Method for collecting information
Writing job description and job specification

Class Activity-Case study: The New Job description at The Hotel Paris

Learning Outcomes

- Students will be able to learn the process of job analysis and how it helps in the development of effective job description.

Session: 8. Talent and Career Development

- Developing Employees
- Career Development
- Implementing the training program

Class Activity-Case study: Learning and Development at First Group

Learning Outcomes

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- Understand the importance of employee orientation and on job training of employees from the development and growth

Session: 9. Employee Relation

- Contemporary Issues in Employee relations
- Work life Balance
- Ethical Issue

Class Activity-quiz: Two chapters quiz

Learning Outcomes

- Students will learn the value of building employee relationship management and also understand that it is one of the responsibilities of HR.

Session: 10. Maximize Human Capital Effectiveness

- Organizational model of Performance management
- Strategic Purpose of performance management
- Approaches to measure performance

Class Activity-Case study: Focusing on the softer side of Managing

Learning Outcomes

- Understand the concept of employee performance management and how it plays its role in organization strategy along with the means of performance management

Session: 11 Managing Equality and Diversity

- Why inequality is problem
- Devising equality and diversity policies

Class Activity-Quiz: (Marks 5)

Learning Outcomes

- Students learn about equality and understand the consequences of discrimination also discuss what is the purpose of diversity and equality management

Session: 12 Managing Human Resource Globally

- Factors affecting HRM in global context
- Competing through globalization

Class Activity: Discussion

Learning Outcomes

- Students will learn and understand HRM in global perspective and factors affect Pakistan HRM department in this globalization.

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Session: 13 Globalization and HR

- Cross-border HR management
- Configuration of international HR function

Class Activity: Discussion

Learning Outcomes

- Students will learn and understand HRM in global perspective and factors affect Pakistan HRM department in this globalization.

Class Activity: Discussion

Session: 14 Presentation

Session: 15 Presentation

Recommended Books:

Dessler, G., & Tan, C. H. (2016). *Human resource management: An Asian perspective*. Pearson Prentice Hall.

Gomez-Mejia, L. R., Balkin, D. B., & Cardy, R. L. (2016). *Managing human resources*. Upper Saddle River, NJ: Pearson/Prentice Hall.

Holbeche, L. (2009). *Aligning human resources and business strategy*. Routledge.

Noe, H., & Gerhart, W. (2003). *Human Resource Management, International Edition*.

Beardwell, J., & Claydon, T. (7th Eds.). (2014). *Human resource management: A contemporary approach*. Pearson Education.

ASSESSMENT METHODOLOGY

The participants' performance will be assessed through the following activities:

Class Participation (Individual-Every Class)	15 %
In-Class Activities (Group)	15 %
Assignment (Individual)	10%
Short Quiz (Individual)	10 %
Presentation/Viva	10%
Project	10%
Final Term Examination	30 %
Total	100 %

Note: Detail description of every aforementioned assessment activity will also be provided in the class. No activity is graded in first three classes

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Personal Ethics

It is expected that students exhibit professional and respectful behavior in class. The active participation and study collaboration with others in class is highly encouraged. The demonstration of inappropriate behavior such as ignoring, excessive talking, and irresponsible use of cell phone, inappropriate communications or being indifferent to the feelings of other students is unacceptable. Cheating, plagiarism (submitting the language, ideas, thought or work of another as one's own) or otherwise indulging unfair means to attain grade would result in severe disciplinary action.

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CALENDAR OF ACTIVITIES

Session	Topic & Sub-Topic	Activities
1	<ul style="list-style-type: none"> ▪ One-to-one introduction ▪ Course introduction, teaching & assessment methodology ▪ Discussion on course outline ▪ Setting up of Norms ▪ Overview of evolution of HR 	Introduction
2	<ul style="list-style-type: none"> ▪ Introduction to Human Capital Management ▪ Relation of HRM to other business unit ▪ Define HRM and its origins of HRM ▪ Models of HRM 	Discussion
3	<ul style="list-style-type: none"> ▪ Evolution of HRM ▪ Introduction to HRM practices ▪ Responsibilities and Role HR Perform ▪ Competency and skills of HR 	Case Study
4	<ul style="list-style-type: none"> ▪ Strategic Human Resource Management ▪ Types of Strategy ▪ Strategic Human Resource Management ▪ HR Metrics and Benchmarking ▪ Resource base view of SHRM (VRIO) 	Case Study
5	<ul style="list-style-type: none"> ▪ HR strategies in action ▪ Strategies for developing people ▪ Need Analysis ▪ Prioritizing development needs using competency 	Quiz
6	<ul style="list-style-type: none"> ▪ Talent Management ▪ Define talent management ▪ Strategic management ▪ Attracting and selecting ▪ Retaining and Developing 	Case Study
7	<ul style="list-style-type: none"> ▪ Job Analysis and Talent Management Process ▪ Basic of Job Analysis ▪ Method for collecting information 	Case Study

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	<ul style="list-style-type: none"> ▪ Writing job description and job specification Career Development ▪ Socializing, Orienting and Developing Employee 	
8	<ul style="list-style-type: none"> ▪ Talent Management: Talent Development ▪ Developing Employees ▪ Career Development ▪ Implementing the training program 	Case Study
9	<ul style="list-style-type: none"> ▪ Employee Relation ▪ Contemporary Issues in Employee relations ▪ Work life Balance ▪ Ethical Issue 	Quiz
10	<ul style="list-style-type: none"> ▪ Maximize Human Capital Effectiveness ▪ Organizational model of Performance management ▪ Purpose of performance management Approaches to measure performance 	Case Study
11	<ul style="list-style-type: none"> ▪ Managing Equality & Diversity ▪ Why inequality is problem ▪ Devising equality and diversity policies 	Quiz
12	<ul style="list-style-type: none"> ▪ Managing Human Resource Globally ▪ Factors affecting HRM in global context ▪ Competing through globalization 	Discussion
13	<ul style="list-style-type: none"> ▪ Globalization and HR ▪ Cross-border HR management ▪ Configuration of international HR function 	Discussion
14	<ul style="list-style-type: none"> ▪ Final Presentation 	Presentation
15	<ul style="list-style-type: none"> ▪ Overview of course and Final Presentation 	Presentation