

Course Outline

Subject:	Human Resource Staffing
Professor’s Name:	Dr. Zia
Consultation Time:	Wednesday 9-2, & 3-5
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Marks Distribution (tentative)

Description	Marks	Instructor’s Recommendation
Mid term Exam	20	10%
Quizzes & Test	5	05 %
Assignments	5	05 %
Term Project / Reports including Presentation.	20	30 %
Final Examination	50	50 %

Description & Prerequisites:

This is a significant course on the role and functions of human resource management Organizations. So, the students require a basic knowledge of business administration and principles of management. This will have an opportunity to enhance their understanding of human resource management. So in order to have a deep comprehension of Human Resource Staffing as a subject, the students should be having background knowledge of organization, its major resources and the importance of Human Resource for an organization. This course explores at the graduate level the competitive forces, theories and methods of organization recruitment, selection, and retention. The course material addresses staffing models and strategy, staffing support systems (legal compliance, planning, job analysis, and rewards), core staffing systems (recruitment, selection, employment), and retention management. Learning is accomplished through class discussion, case studies and assessments. This through class discussions and group work they will appreciate the necessity for sound human resource practices. Students should have studied the course of “Principles of Management”.

COURSE OBJECTIVES:

Human Resource Management involves all management decisions and actions that affect the nature of the relationship between the organization and its employees. Effective Human Resource Management creates a win-win relationship with employees by seeking the best fit between team and individual goals. Upon the completion of this course, learners will be able to:

- 1.) Articulate the driving forces influencing the business case for flexible staffing and retention systems
- 2.) Understand the legal landscape impacting recruiting and selection practices
- 3.) Create a workforce plan to achieve strategic talent requirements, considering make vs. buy factors
- 4.) Conduct a job analysis and develop core competency structure
- 5.) Develop sourcing strategies and recruit internal and external talent
- 6.) Apply decision-making models to talent selection processes
- 7.) Understand and communicate the business case for staffing, selection, and retention systems
- 8.) Create a talent retention strategy and design a talent retention system

The focus in this course is on the various human resource policies as recruitment, selection, performance management, rewards, staffing and development in a teamwork driven environment. Students will get insight into the basic challenges, strategic approaches and tools within these fields.

LEARNING OUTCOMES:

The focus of the subject HR Staffing is to equip the students with the concepts, problems and techniques applicable to the human resource especially related to recruitment and selection functions in business organizations. The emphasis is on the process of decision making in human resource areas to achieve the objectives and goals of organization. The students should be able to:

- ➔ Understand how managers can be effective and efficient in their role in HRM.
- ➔ Understand the basic principles and added value of HR policies and HR information systems.
- ➔ Understand how HRM is related to the whole organisation and ultimately to the business environment and management context.

➔ Develop a vision on the future of HR Staffing.

METHODS OF TEACHING:

The instruction style will be a combination of conceptual lectures and different pertinent article readings as we move along. In the lectures the focus is on the theories, concepts or models relating to key HR-fields. Articles will focus on an in-depth dialogue of specific relevant HR-themes. Short assignments, quiz and tests during the course will increase the insight of students. The group paper will stimulate students to carry out a literature search for a relevant HRM case, to analyze the various functions of HRM and to write their reflections on it.

EVALUATION CRITERIA:

Midterm may carry 20% weightage while End term may carry 50% weightage. Internal evaluation may carry 30% (*specify assignments, number of quizzes, tests and research project or any other activity on the basis of which evaluation will be done*).

- 1. Group work = 02-03
- 2. Assignments = 03
- 3. Quizzes = 04
- 4. Tests = 04
- 5. Project/Term Paper = 01

Course Outline & Tentative Lecture Schedule

Week #	Lecture	TOPICS TO BE COVERED
1.	1.	History & Introduction to HRM, Essential principles of HRM, Aims of HRM, significance of HRM HR Staffing
	2.	HRM and HR Staffing in dynamic environment Meeting competitive challenges through HRM practices; effect of Globalization, New Economy challenge Quiz - 1
2.	3.	Meeting competitive challenges through HRM practices; diversity challenge, Changing working context and relationship challenge Test-1
	4.	Management essentials, Strategic Human Resource staffing, Strategy formulation, Strategy implementation, Strategy evaluation and control
3.	5.	Theoretical and practical implication (Project Step-1)
	6.	HR Staffing and EEO, Employment Laws Employee rights in Pakistan perspective
4.	7.	HR Staffing through proper Human Resource Planning Process, Assessment of current HR pool, Prediction of labor demand and supply, matching D & S of labor
	8.	HR Staffing; Job Analysis, Job analysis Methods, Purpose of Job

		analysis Outcomes of job analysis Quiz - 2
5.	9.	Recruitment, Recruitment sources, Recruiters
	10.	<i>Theoretical and practical implication (Project Step-2)</i>
6.	11.	Selection, Selection process, Selection Method Standards
	12	Training: Instructional design process of training Test-1
7.	13.	Instructional design process of training Quiz - 3
	14.	Cross cultural preparation, diversity training, Socialization and Orientation
8.	15.	Career Management
	16.	<i>Theoretical and practical implication (Project Step-3)</i>
9.	17.	Revision
	18.	Grand quiz
10.	MID TERM EXAMS	
11.	MID TERM BREAK	
12.	19.	Discussion and solution of Midterm Paper. Performance Management system
	20.	HR Staffing and Performance management components Purpose of performance Management <i>Theoretical and practical implication (Project Step-4)</i>
13.	21.	HR staffing and HR-Performance appraisal process, criteria, methods of performance Management Quiz - 4
	22.	Sources of performance information, rater error, creating effective Performance management system
14.	23.	<i>Class activity and review</i>
	24.	Compensation; equity theory, reinforcement theory, agency theory Test-1
15.	25.	Developing pay levels, developing job structure <i>Theoretical and practical implication (Project Step-5)</i>
	26.	Developing pay structure

16.	27.	Employee benefits
	28.	Quiz - 5
17.	29.	Revision
	30.	Presentation and evaluation of final project
18 & 19	END TERM EXAMS	

The number of weeks given may vary as the above schedule is tentative. Also, the date of examination may be shifted bit later or earlier.

REFERENCE BOOKS AND MATERIAL

1. Fundamentals of Human Resource Management Noe / Hollenbeck / Gerhart / Wright 3rd Edition, McGraw-Hill International Edition
2. Introducing Human Resource Management by Caroline Hook, Margaret Foot
3. HR: The Business Partner by Barbara Kenton, Jane Yarnall

Important Instructions:

1. Quizzes and tests carry fewer %age but missed ones would not be retaken in any case. Therefore students must never miss the quizzes.
2. Assignments must be submitted in time properly through the class representative as per specific format. Plagiarized material (sentences, paragraphs, and data etc.) would be awarded zero marks and the case would be sent to the department for necessary action.
3. Project/Term paper may carry comparatively bigger %age of internal evaluation.

Study material:

- **Human Resource Management Journal:**
[http://onlinelibrary.wiley.com/journal/10.1111/\(ISSN\)1748-8583](http://onlinelibrary.wiley.com/journal/10.1111/(ISSN)1748-8583)
- **Human Resource Management Review :** <https://www.journals.elsevier.com/human-resource-management-review>
- **The International Journal of Human Resource Management:**
<http://www.tandfonline.com/toc/rijh20/current>
- **South Asian Journal of human Resource management:** <http://journals.sagepub.com/home/hrm>