

12 HUMAN RESOURCE MANAGEMENT

Prerequisites:

Credits: 3

Duration:

A minimum of three (3) hours per week for fifteen (15) weeks.

Overview

Human Resource Management has grown in importance because of a shift to a services-oriented global economy. Human capital plays a key role in creating and sustaining competitive advantage for business organizations. As a result, this course will expose students to the important activities of people management such as the evolution and stages of human resource management, strategic human resource planning, recruitment and selection, training and development recruitment and selection, compensation management, performance appraisal, job analysis and job evaluation and industrial relations.

General Objectives

This course is designed to:

- 1 explain the historical factors which contributed to the development of Human Resources Management
- 2 describe the growing importance of people management strategies in the creation and sustenance of competitive advantage
- 3 identify those environmental forces which elevates human resources planning to a primary organizational activity, which is germane to the organization's survival
- 4 assess the function of human resource development in organizational success
- 5 describe strategies for managing employee compensation

Learning Outcomes

Upon successful completion of this course the learner will:

1. analyse the nature of the changing role of Human Resources Management
2. evaluate and apply techniques in planning the business and Human Resource strategy

3. develop an awareness and evaluate factors involved within business practice.

Topics

1.0 Evolution of Human Resource Management

Objectives

Upon completion of this topic, the student will be able to:

- 1.1 describe the stages in the evolution of Human Resource Management
- 1.2 distinguish between personnel management and human resource management
- 1.3 describe a conceptual framework for linking the activities of Human Resource management
- 1.4 identify human resources practices peculiar to the Caribbean
- 1.5 describe the required competencies of a human resource professional

Content

- origins of personnel management and the transition to human resource management are analyzed
- define human resource management
- differences between personnel management and human resource management are compared
- conceptual models of human resource management are introduced
- human resources management practices in the Caribbean are critically assessed
- the qualifications of a human resource practitioner are examined

2.0 Strategic Human Resource Management

Objectives

Upon completion of this topic, the student will be able to:

- 2.1 define strategic human resource management
- 2.2 explain the role of culture, innovation and flexibility as key features of human resource management
- 2.3 describe a model of knowledge creation

2.4 describe different types of organizational business strategies and their impact on human resource management

Content

- A strong focus on understanding strategic Human Resource Management is stressed
- The importance of human capital to competitive advantage in the global village is addressed
- Types of organizational cultures; types of flexibility - numeric and functional flexibility
- Why organizations are forced to be innovative
- Knowledge management and knowledge creation processes are introduced

3.0 Strategic Human Resource Planning

Student Learning Objectives

Upon completion of this topic, the student will be able to:

- 3.1 distinguish between manpower planning and strategic human resource planning
- 3.2 explain job analysis, its uses and by-products
- 3.3 describe recruitment and selection processes
- 3.4 explain the role and function of human resource information systems
- 3.5 explain the need for human resource professionals to be strategic business partners

Content

- A comparative analysis of manpower planning with strategic human resource planning.
- Job analysis, recruitment and selection in the private and public sectors.
- The importance of human resource information systems.
- Human Resource Management as a strategic partner in the business.

4.0 Strategic Human Resource Development

Objectives

Upon completion of this topic, the student will be able to:

- 4.1 Explain the analysis and design of a training programme.

4.2 Describe a model of career development
4.3 Distinguish between learning, training and development

4.4 Describe various approaches of management development.

4.5 Distinguish between performance management and performance appraisal

4.6 Analyse the methods of performance appraisals and how to successfully conduct a performance appraisal

Content

- A discussion of the strategic importance of employee training and development in the quest for organizational success.
- Conducting a training needs analysis.
- Designing a training programme.
- The importance of the learning organization in strategic human resource management.
- The life cycle of career development.
- Management development practices.
- Performance management and performance appraisals.
- Assessing methods of performance appraisal.

5.0 Strategic Compensation Management

Objectives

Upon completion of this topic, the student will be able to:

- 5.1 define job evaluation and describe briefly methods of job evaluation
- 5.2 explain the factors, which influence compensation packages especially in the Caribbean
- 5.3 critically assess different types of incentive and reward systems
- 5.4 explain the process and uses of collective bargaining
- 5.5 describe industrial relations paradigm in the Caribbean

Content

- Define job evaluation, methods of job evaluation, comparative analysis of compensation management in the Caribbean: philosophy, influences and issues. Advantages and disadvantages of incentive and reward systems.

- An examination of the Industrial relations landscape in the Caribbean.
- The Social Partnership in Barbados.
- The collective bargaining process and its functions. Conflict theories in industrial relations.
- Employee Assistance Programme.

Instructional Methods

Class discussion, case-analysis and class presentations.

Assessment and Evaluation

An in-class group presentation; an individual research project; and an in-class written test, which will account for 40% of the final grade.

A final 2-hour written examination worth 60% of the final grade.

Recommended Text

Managing Human Resources, 12th Edition, Bohlander, Svell, Sherman, South-Western College Publishing; Thomas Learning

Attendance

Students are encouraged to attend all seminar sessions as all information presented may not be covered in the required text. Participation of students is an integral component of the learning process.