

Concentration

Human Resource Management



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HRM 451 Labour Management Relations

Course Objectives

This course provides a basic introduction to the field of labour-management relations. It gives a balanced perspective of the requirements and goals of both union and management and prepares students to deal with labour-management relations issues in the workplace.

Course Description

This course deals with the context, policy, institutions and mechanisms of labour-management relations and includes labour relations system, environment, policy and legislation, trade unionism, industrial disputes, collective bargaining, workers' participation, work-place environment, wage issues and ILO and Nepal.

Course Outcomes

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

- Explain the concept of labour-management relations, the actors of the system, and the environmental forces influencing the labour relations climate;
- Discuss the concept of unionism and outline the rights, duties, and obligations employers and unions have under the Labour Act of Nepal;
- Identify and discuss the causes, types and consequences of labour disputes;
- Review the preparatory and execution elements of collective bargaining and of processes to break impasse such as strikes, lockouts, conciliation, and arbitration;
- Discuss the principles of employee discipline, grievance procedure and process;
- Explain the wage determination concept and issues and its effects on labour - management relations;
- Provide examples of when union-management collaboration and participation are appropriate and discuss how such collaboration can best be achieved;
- Explain the activities of ILO in Nepal.

Course Contents

Unit I: Labour Relations System

5 hours

LRS – concept; Players of LRS – their composition, features and role in labour relations; Labour relations theory - historical development and current status.

Unit II: Labour-Management Relations Environment

8 hours

Labour-management relations climate – social, political, legal, labour market and economic forces influencing labour-management relations in Nepal; Labour legislation in Nepal – main provisions and features of the Labour Act, Trade Union Act and Bonus Act; Structure of labour administration in Nepal; Employers' associations in Nepal.

Unit III: Trade Unionism

6 hours

Concept; Functions and responsibilities of trade unions; History of trade union development in Nepal; Legal framework; Registration and recognition of trade unions; Existing structure of trade unions; Problem of multiple unionism; Inter-union conflict; International trade union federations.

Unit IV: Industrial Disputes in Nepal**9 hours**

Definition; Causes and effects of industrial disputes in Nepal; Types of disputes – legal and illegal, overt and covert expressions of conflict; Unfair labour practices; Procedures of making claims and complaints by unions; The grievance handling procedure; Industrial relations machinery – prevention and settlement of disputes; Conciliation and arbitration systems; Labour court – its composition and functioning.

Unit V: Collective Bargaining**5 hours**

Concept, nature, purpose and significance of collective bargaining; Collective bargaining system; Prerequisites for collective bargaining; Legal framework of collective bargaining; Collective bargaining in Nepal.

Unit VI: Workers' Participation**4 hours**

Concept, purpose and significance; Forms of participation; Legal provisions in Nepal;

Unit VII: Wage Issues in Labour Relations**6 hours**

Wage components; Criteria and methods of wage determination; Minimum wage policy in Nepal; Wage differentials; Union influence in wage fixation; Profit sharing and incentive systems.

Unit VIII: ILO and Nepal**5 hours**

Objectives and structure of the ILO; International Labour Standards; Nepal's response to ILO conventions and standards; ILO and labour related activities and projects in Nepal.

Basic Texts

1. Pant, P. R and Manandhar, N. *Industrial Relations in Nepal*. FNF and IRF, Kathmandu.
2. Venkata Ratnam, C. S. *Industrial Relations*. New Delhi: Oxford University Press.
3. Monappa, A. *Industrial Relations*. New Delhi: Tata McGraw Hill.

References

1. Singh, B. D. *Industrial Relations and Labour Laws*. Excel Books India.
2. Kanoon Byabastha Samiti. *Labour Act, Trade Union Act and Bonus Act*.

HRM 453 Compensation and Benefits Management

Course Objectives

The purpose of the course is to develop the knowledge and skills of students to effectively manage the important function of compensation and benefits management. The course will also assist students to learn how to create effective compensation systems and serve as a useful strategy to promote organizational efficiency, equity and productivity.

Course Description

This course examines the full range of compensation topics with emphasis on how compensation systems will likely impact productivity, equity, and the firm's ability to recruit and keep highly skilled and motivated employees. Topics include: job description, analysis and evaluation systems; equity issues and requirements; design and use of wage and salary surveys; performance, merit and incentive pay systems; statutory and non-statutory employee benefit packages and systems; and administration of compensation systems.

Course Outcomes

Upon successful completion of this course, students will be able to:

- Understand the fundamentals of compensation management and explain why an effective compensation system is important to organizations;
- Explain the economic models of labour market and their implications on employee compensation;
- Define employee benefits, rewards and incentives and their concepts and types;
- Explain how to formulate the reward and compensation strategy in view of the growing external competition;
- Discuss the importance of determining compensation values and benefits through job, market and individual performance;
- Explain the issues in the current practices of employee compensation, rewards and benefits management in Nepalese organizations.

Course Contents

Unit I: Compensation Fundamentals

5 hours

Concept and objectives of compensation; Significance of employee compensation; Wage and compensation; Principles of wage formulation; Wage components; Types of wages; Wage policy in Nepal.

Unit II: Compensation Management

5 hours

Concept; Determinants of compensation decisions; Compensation benchmarking; Executive compensation – concept and components; Compensation trends in Nepal.

Unit III: Employee Compensation and Labour Market

8 hours

Economic theories and employee compensation; Macroeconomics of labour market; Unemployment and its effects on labour market; Microeconomics of labour markets; Implications of economic models of labour market on employee compensation.

Unit IV: Employee Benefits**10 hours**

Concept; Non-monetary benefits; Types of benefits; Statutory benefits; Deferred compensation plans; Equity in employment benefits; Employee benefits and productivity; Productivity-linked employee benefits; Benefits determination process; Employee reward system – meaning and objectives; Managing rewards – strategies, difference between compensation and rewards; Philosophy of reward; Pay structures and systems; Equity-based rewards; Reward strategies and the psychological contract; Job grades and Career mapping; Developing a reward strategy.

Unit V: Compensation Management and Job Evaluation**8 hours**

Job evaluation – concept, steps and techniques; Job assessment; Alternative methods of job assessment; Pay surveys; Pay and performance; Features of flexible work schedules; Job sharing, compressed workweeks and telecommuting.

Unit VI: Attaining Competitiveness**6 hours**

Concept of external competitiveness; External influence on compensation; Pay level and pay mix; Factors shaping external competitiveness - labor market factors, product market factors and ability to pay; Competitive pay policy; Pay-Mix Policy alternatives; compensation and motivation.

Unit VII: Current Practices in Nepal**6 hours**

Flexible benefits; National minimum wage; Commissions and sales staff; Profit sharing; Role of the government and unions in compensation; Retirement, healthcare, and social security concerns and issues; Benefit programs and compensating special groups; Issues in employee compensation administration and benefits management.

Basic Texts

1. Bhattacharya, D. K. *Compensation Management*. New Delhi: Oxford University Press.
2. Milkovich, G. T. and Newman, J. M. *Compensation*. New Delhi: Tata McGraw Hill.

References

1. Henderson, R. I. *Compensation Management in a Knowledge Based World*. New Delhi: Pearson Education.
2. Armstrong, M. *Employee Reward Management and Practice*. London: Bell & Brain.

HRM 452 Contemporary Issues in Human Resource Management

Course Objectives

The aim of this course is to familiarize students with current issues in HRM and contemporary challenges in the area. Students should have clear understanding of the complexities of organizational functioning and issues facing contemporary workplaces and in particular behavioural issues that occur within organizations.

Course Description

A range of topics have been selected to represent current and emerging trends and issues in HRM. The emphasis in this course is on building students' knowledge of the latest thinking about HRM and skills of critical analysis of the emerging HRM issues.

Course Outcomes

On successful completion of this course, students will be able to:

- Explain the concept of strategic HRM and the role of HR for strategic advantage;
- Discuss the changing context of work and HRM;
- Explain contemporary HR issues and developments and discuss their implications for organizations;
- Identify the talent management issues and explain the concept of employee engagement and its relationship with talent management;
- Explain the career management system and issues in organizations;
- Describe the concept and importance of employee counseling, mentoring, stress management, diversity management, compensation and reward management, and work-life integration as emerging critical issues for organizations;
- Analyze contemporary issues for the management of people in organizations including careerism, flexibility, involvement, and empowerment.

Course Contents

Unit I: Contemporary HRM Environment

5 hours

An overview of contemporary HRM; HRM environment analysis; The changing context of work; HRM in knowledge economy; HRM and organizational change including downsizing and outsourcing; Technological advances and workplace

Unit II: Strategic HRM

4 hours

Concept; Theoretical perspectives on SHRM; SHRM approaches; The changing nature and purpose of the HR profession; Sources of competitive advantages; Roles of HR for competitive advantage; Design of HR strategy; Balanced scorecard and HR scorecard; HRM and TQM

Unit III: Talent Management and Employee Engagement

4 hours

Concept of talent; Talent as a source of competitive advantage; Acquiring, retaining, nurturing and developing talent; Talent mapping; Employee engagement and its relationship with talent management; Strategies for "war for talent".

Unit IV: Career Management**5 hours**

Concept; Career stages; Career planning; Career development; Career management systems; Traditional and career development forces; Career management for specific HR issues; Organizational justice.

Unit V: Counseling and Mentor Relationship**6 hours**

Concept and importance of counseling; Counseling as a positive and constructive supervisory tool; Methods of counseling; Concept of mentoring; Mentoring relationship; Models and approaches; Outcomes of mentoring program; Barriers to mentoring; Issues in mentoring.

Unit VI: Stress Management and Bullying in the Workplace**10 hours**

Concept; Causes of workplace stress; Cognitive factors and stress; Self-appraisal for stress; Stress management techniques and strategies; Relaxation methods; Workplace bullying – concept; Synonyms that reflect the seriousness of bullying - Psychological violence, Psychological harassment, Personal harassment, Mobbing, Emotional abuse at work; Euphemisms intended to trivialize bullying and its impact on bullied people - incivility, disrespect, difficult people, personality conflict, negative conduct, ill treatment.

Unit VII: Work-Life Integration**5 hours**

Work-life Balance – concept, importance, measures and issues; Work-family conflict; Work-family culture; Flexible working practices; Flexi-time as a retention tool; Family-friendly workplace and policies; Work-life integration.

Unit VIII: Managing Diversity**5 hours**

Concept and objectives; Guiding principles; Strategic thinking and people-centred policies; Implementation of HR diversity policies; Multi-generational challenges in workplace; Developing a framework of HR diversity management; Major issues and objectives of HR diversity management

Unit IX: Key Issues**4 hours**

Key contemporary issues for the management of people in organizations including careerism, flexibility, involvement, empowerment and impact on careers; Knowledge work; Organizational justice; Measures of effectiveness of HR practices.

Basic Texts

1. Grobler, P. and Warnich, S. *Contemporary Issues in Human Resource Management*. New Delhi: Oxford University Press.
2. Redman, T. and Wilkinson A. *Contemporary Human Resource Management*. New Delhi: Prentice Hall of India.
3. Agrawala, T. *Strategic Human Resource Management*. New Delhi: Oxford University Press.

References

1. Sisson, K. and Storey, J. *The Realities of Human Resource Management: Managing the Employment Relationship*. Buckingham: Open University Press.
2. Burke, R.J. and Cooper, C. *Reinventing HRM: Challenges and New Directions*. London: Routledge.
3. Haldar, U. K. and Sarkar, J. *Human Resource Management*. New Delhi: Oxford University Press.

4. Bohlander, G. W. and Snell, S. A. *Principles of Human Resource Management*. New Delhi: Cengage Learning.

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HRM 455 Performance Appraisal

Course Objectives

The basic objective of the course is to provide students with an overview of performance appraisal system and explain how performance is aligned with the strategic goal attainment of an organization. Performance appraisal is a powerful motivational aid effective for the individual being appraised – a chance for them to get some feedback, receive rewards and plan for the future. The basic aim of the course is therefore to establish a general understanding of the performance appraisal system in use and its relationship with the employee motivation and their performance.

Course Description

This course is an in-depth study of the various methods, alternatives, and process of performance appraisal. It provides different traditional as well modern techniques for the employees' performance appraisal. The course also deals with developing an effective performance appraisal system for business organizations and its effective implementation to facilitate equity, increased employees motivation and improved organizational performance.

Course Outcomes

By the end of this course, students should be able to:

- Acquire basic knowledge of performance appraisal, its objectives, approaches, benefits and problems;
- Identify and evaluate various methods and sources for the appraisal;
- Identify, compare and contrast the traditional and the modern approaches to performance appraisal;
- Be aware of the possible biases affecting the performance appraisal results;
- Develop and implement an effective performance appraisal system for organizations.

Course Contents

Unit I: Introduction

7 hours

An overview of performance appraisal; Role of appraisal in performance management; Objectives of performance appraisal; Steps to performance appraisal; Performance appraisal design; Approaches to performance appraisal; Potential benefits and problems associated with performance appraisals.

Unit II: Methods and Sources of Performance Appraisal

8 hours

Parties involved in performance appraisal; Appraisal methods and process - multi-appraisal, peer appraisal, subordinate appraisal, appraisal by external parties, self-appraisal, appraisal by customers and clients.

Unit III: Traditional Methods of Performance Appraisal

10 hours

Straight ranking method; Paired comparison techniques; Man-to-man comparison; Grading method; Graphic or linear rating scale; Forced choice description method; Checklist method; Critical incident method; Work standard approach; Group appraisal method; Field review method.

Unit IV: Modern Alternatives to Performance Appraisal **10 hours**
Appraisal by results and objectives (MBO) – concept, advantages and disadvantages; Steps followed in MBO-based appraisal; The 360-degree appraisal; Potential appraisal – concept and techniques of potential appraisal.

Unit V: Potential Problems in Performance Appraisal **7 hours**
Opposition to evaluation; Halo effects; Leniency or strictness error: Error of strictness, Central tendency error, Recency effect, Contrast error, Similarity effect; Methods of minimizing these errors and biases.

Unit VI: Implementation of Performance Appraisal System **6 hours**
Frequency of appraisal; Briefing; Training; Pilot study; Cascade approach; Encouraging employee involvement; Monitoring and reviewing performance appraisal system; The appraisal interview; Counseling employees with problems.

Basic Texts

1. Bhattacharya, D. K. *Performance Management Systems and Strategies*. New Delhi: Pearson Education.
2. Anderson, G. C. *Managing Performance Appraisal System*. Blackwell Publishers.

References

1. Rao, T. V. *Performance Management and Appraisal Systems: HR Tools for Global Competitiveness*. New Delhi: Response Books.
2. Aguinis, H. *Performance Management*. New Delhi: Pearson Education.

HRM 454 Negotiation and Conflict Management

Course Objectives

The main focus of the course is to build a general understanding of students about negotiation and conflict management in the organizational context. The course also aims to develop the ability of students to diagnose negotiation situations, strategize and plan upcoming negotiations, and engage in more effective negotiations. This course is also helpful to students in building their confidence and skills regarding negotiation and conflict resolution in a variety of business contexts.

Course Description

This course deals with negotiation – strategies and styles – within an employment context. In addition to conceptual understanding, students are expected to identify and diagnose the nature and types of conflict situations and negotiation processes, and develop the strategy accordingly. The course identifies the various types of barriers and also provides some remedial measures for negotiation and conflict management. To provide better understanding, the course also raises some other relevant issues and presents some practices of negotiation and conflict management.

Course Outcomes

By the end of this course, students should be able to:

- Understand the central concepts of negotiation and conflict;
- Identify the conflict situations in the workplace;
- Effectively diagnose, plan and develop strategy for different types of negotiation situations;
- Develop negotiating skills and confidence in a variety of contexts;
- Describe key attributes of alternative dispute resolution procedures such as the mediation process;
- Know various barriers to effective negotiation process and ways of overcoming them;
- Understand the nature of conflict under various contexts and cultures and also understand the approaches to negotiate them;
- Know issues related to negotiation and conflict management and contribute in negotiation and conflict management resolution process.

Course Contents

Unit I: Introduction

7 hours

Concept and nature of conflict; Conflict as a process; Effects of conflict; Concept, nature and characteristics of negotiation; Relevance of conflict management and negotiation skill for organizations; Framing issues in negotiation.

Unit II: Conflict Management

8 hours

Conditions creating conflict situation; Harnessing diversity and differences; Strategies that avoid escalation of conflict; Communication skills for conflict resolution; Win-win negotiating; Do no harm strategy, Issues in conflict management.

Unit III: Types of Negotiation**9 hours**

Distributive negotiation; Negotiating strategy; Stages in the distributive negotiation process; Tactics of distributive negotiation; Integrative negotiation; Stages in integrative negotiation process; Facilitating successful integrative negotiation; Cognitive biases in negotiation; Tactics of integrative negotiation.

Unit IV: Managing the Negotiation Process**6 hours**

Preparing for Negotiation; Developing a strategy; Getting started; Building understanding; Bargaining; Closing; Ethics in negotiation.

Unit V: Barriers to Negotiation**9 hours**

Die-hard bargainers; Lack of trust; Information vacuums and the negotiator's dilemma; Structural impediments; Spoilers; Difference in gender and culture; Difficulty in communication, The power of dialogue; Recognizing and overcoming barriers to negotiation.

Unit VI: Negotiation among Cultures**9 hours**

Understanding different cultures; Adopting culture specific strategies; International and cross-cultural negotiation; Bargaining in multiple parties and teams; Differences between group and multiparty negotiations; Managing multiparty negotiations; Third-party approaches.

Basic Texts

1. Roy, J. L., David, M. S., Barry, B., & Minton, J. W. *Essentials of Negotiation*. Boston: Irwin/McGraw-Hill.
2. Laws, A. *Negotiations*, Hyderabad: Orion Printers Pvt. Ltd.

References

1. Harvard Business Essentials Series. *Negotiation*. Harvard Business School Publishing Corporation.
2. Hiltrop, J. M. & Udall, S. *The Essence of Negotiation*. New Delhi: Prentice-Hall of India.
3. Moore, C. W. *The Mediation Process*. Jossey-Bass.
4. Ury, W. *Getting Past No: Negotiating with Difficult People*. Bantam.
5. Raiffa, H. *The Art and Science of Negotiation*. Harvard University Press.

HRM 456 Human Resource Development

Course Objectives

This course examines the primary role of human resources development (HRD) in the organization to help people and organizations effectively manage change. This course focuses on strategies for assessing, designing, and implementing training and organizational development efforts that positively impact the performance of the individual and the work group.

Course Description

The course provides an overview of change interventions, including training and staff development; succession planning and performance management; factors that influence HRD; the consulting role and skills of the HRD professional, including facilitation and group dynamics; and the trends in HRD, such as human performance technology and the work out process model.

Course Outcomes

After completion of the course, students should be able to:

- Define Human Resources Development and explain its growth as a sub-set of Human Resources Management;
- Identify and discuss the concept of learning including (a) major theories of learning, (b) issues to be considered in order to maximize learning, (c) the factors that affect the transfer of training, (d) differences among learners, and (e) organizational learning.
- Explain the methods used in assessing HRD needs;
- Discuss the concept and methods of designing, delivering and evaluating training programs;
- Explain methods for coaching, counseling, mentoring, career development programs;
- Discuss the concept and methods of industry-academia collaboration for developing human capital.

Course Contents

Unit I: Introduction to Human Resource Development

6 hours

Concept of human resource development (HRD) and its features; Relationship between HRM and HRD; HRD mechanisms, processes and outcomes; Roles and competencies of HRD professionals; Current trends in HRD; Challenges in HRD.

Unit II: Learning and HRD

8 hours

Learning and training; The forces influencing working and learning; Individual differences in the learning process; Learning theories and strategies; Implications of learning theories for effective HRD programs; Recent developments in learning – organizational learning.

Unit III: Designing, Delivering and Evaluating Training Programs

10 hours

Business goals versus training; Different phases of training; Identifying and analyzing training needs – organizational, task and person analysis; Setting out the training objectives and action plans; Training delivery methods; Evaluating a Training Program – concept, purposes and principles of training evaluation; Methods of training evaluation; Data

collection for training evaluation; Ascertaining the reactions of the participants; Measuring the participants' learning: Knowledge, skills and changes in attitudes and values.

Unit IV: Coaching, Mentoring and Performance Management **7 hours**

Coaching - concept, objectives, prerequisites and benefits; Differences between coaching and training; Competencies of coaches; Management support in coaching; Mentoring - concept and benefits; Mentoring versus coaching; Implementing mentoring practices; Performance management - concept and purposes of performance evaluation; Human factors influencing performance; Framework of performance evaluation; The feedback interview; Linking performance evaluation with development and rewards; Problems in performance evaluation.

Unit V: Counseling **5 hours**

Concept, benefits and prerequisites of employee counseling; Differences between counseling and coaching; Guidelines for effective counseling; Counseling need symptoms; Types of counseling; Employee Assistance Programs ; Employee Wellness and Health Programs ; Managing stress through counseling; Issues in counseling.

Unit VI: Career Planning and Development **7 hours**

Concept of career; Career stages; Matching personality and career choice; Career development for recent hires, career development during midcareer and career development for preretirement; Career planning and pathing; Managing dual careers; Managing second half of life.

Unit VII: Developing Collaboration **5 hours**

Industry and academia collaboration: Concept, benefits and challenges; Guidelines for effective collaboration; Assessment of industry-academia collaboration efforts for developing human capital in Nepal.

Basic Texts

1. Haldar, U. K. *Human Resource Development*. New Delhi: Oxford University Press.
2. Werner, J. M., & DeSimone, R. L. *Human Resource Development*. New Delhi: CENGAGE Learning.

References

1. Mankin, D. *Human Resource Development*. New Delhi: Oxford University Press.
2. Rishipal. *Training and Development Methods*. New Delhi: S. Chand.
3. Armstrong, M. *Armstrong's Handbook of Human Resource Practice*. London: Kogan Page.
4. Agochiya, D. *Every Trainer's Handbook*. New Delhi: Sage Publication.
5. Ivancevich, J. M., & Hoon, L. S. *Human Resource Management in Asia*. Singapore: McGraw Hill.