Course Outline/Profile
Course Outlines
(Outcome-Based Curriculum)

Human Resource Management

1. Course Code: 0413PA123
2. Course Title: Human Resource Management
3. Course Type (GEd/Core Course/Electives/……..): Major
4. Year/Semester: 1st Year, 2nd Semester
5. Academic Session: 2025-2026
6. Course Teacher: Md. Nahidul Islam
7. Prerequisite (If any): None
8. Credit Value: 4.0
9. Contact Hours: 56 (direct)
10. Total Marks: 100 (CIE: 40; SEE: 60)

11. Rationale of the Course:

Human Resource Management introduces public administration students to how organizations attract, develop, appraise, reward, motivate, and retain the people on whom their performance depends. By linking the strategic role of HRM with the core functions of job analysis, human resource planning, recruitment and selection, training and development, performance appraisal, compensation, motivation, and labor relations, the course builds a practical foundation for managing people in public and private organizations. Attention to the civil service and industrial relations context of Bangladesh helps students connect HRM concepts with the realities of personnel administration in practice.

12. Course Objectives

- To familiarize students with the concepts, scope, and importance of human resource management and its strategic role.
- To develop an understanding of job analysis, recruitment, and selection processes.
- To enable students to apply training needs assessment, human resource planning, performance appraisal, and wage and salary determination techniques.
- To develop analytical skills in examining employee motivation, collective bargaining, and industrial relations in Bangladesh and comparable contexts.

13. Course Learning Outcomes (CLOs)

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

CLOs	LT	LD	Learning Outcome Statements
CLO1	C1	FS	Identify the concepts, scope, and importance of human resource management and the elements of strategic HRM, including competitive advantage, cost leadership, differentiation, and HR's role as a strategic partner.
CLO2	C2	FS/TS	Explain the steps and methods of job analysis, the purpose of job descriptions and job specifications, and the sources of recruitment and the selection process.
CLO3	C3	TS	Apply training needs assessment, training methods, and the human resource planning process to a given organizational case.
CLO4	C3	TS	Use appropriate performance appraisal methods and the steps of

CLOs	LT	LD	Learning Outcome Statements
			wage and salary determination to assess employees and structure compensation in a given organization.
CLO5	C4	TS/SS	Analyze employee motivation, collective bargaining, and industrial relations using motivation theories and evidence from public and private organizations in Bangladesh.

LT: Learning Taxonomy; LD: Learning Domain; C: Cognitive; FS: Fundamental Skill; TS: Thinking Skill; SS: Social Skill. LD categories are aligned to the CHE template for this course.

Mapping of CLOs with Program Learning Outcomes (PLOs)

CLOs	LT	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6
CLO1	C1	3	–	–	1	–	–
CLO2	C2	2	–	–	3	1	–
CLO3	C3	–	1	–	3	–	1
CLO4	C3	–	2	1	3	–	–
CLO5	C4	2	3	–	2	–	2

Mapping strength: 3 = strong; 2 = moderate; 1 = supporting; – = no direct mapping. PLO1–PLO6 retain the numbering of the HRM source.

Part-B:

14. Course Plan

Topic-wise allocation of contact hours (from HRM syllabus)

SL	Course Content	Hours	CLO
1.	Introduction: Concepts of human resource management; scope of HRM; importance of HRM.	4	CLO1
2.	Strategic Human Resource Management: Concept of strategic HRM; concept of competitive advantage; cost leadership; differentiation; HR's role as a strategic partner.	6	CLO1
3.	Job Analysis: Concept; steps in job analysis; methods of collecting job analysis information; job description; job specification.	6	CLO2
4.	Recruitment and Selection: Concept of recruitment and selection; sources of recruitment; the selection process.	6	CLO2
5.	Training and Development: Concept of training and development; determining training needs (training needs assessment); methods of training; evaluation of training.	6	CLO3
6.	Human Resource Planning: Concept of human resource planning; process of human resource planning.	5	CLO3
7.	Performance Appraisal: Concept; the appraisal process; appraisal methods.	6	CLO4
8.	Compensation Management: Concept; objectives of wage and salary	6	CLO4

SL	Course Content	Hours	CLO
	administration; steps of wage and salary determination.		
9.	Motivation: Concept; types of motivation; motivation theories.	5	CLO5
10.	Collective Bargaining and Labor Relations: Concept; components of the collective bargaining process; reasons for joining a trade union; process of collective bargaining; concept and importance of industrial relations.	6	CLO5
	Total Contact Hours	56	

Mapping of CLOs with Teaching–Learning and Assessment Strategies

CLOs	Teaching–Learning Strategy	Assessment Strategy
CLO1	Interactive lecture, guided reading, and guided questioning on HRM concepts and strategic HRM.	Mid-Term, Formative assessment, Quiz, Summative Assessment, Presentation
CLO2	Discussion, seminar, and peer teaching, with review of sample job descriptions and recruitment advertisements.	Mid-Term, Assignment, Summative Assessment, Presentation
CLO3	Problem-solving, case study, and practical exercise in conducting a training needs assessment and drafting a human resource plan.	Summative Assessment, Presentation
CLO4	Practical exercise and simulation in rating employee performance and building a simple pay structure.	Summative Assessment, Presentation
CLO5	Case analysis, data analysis, research-based learning, and fieldwork on motivation and labor relations in Bangladeshi organizations.	Summative Assessment, Presentation

Weekly teaching plan (14 weeks × 4 contact hours = 56 lectures)

Week	Topic / Lecture	Teaching–Learning Strategy	Assessment Strategy	CLOs
1	L-1: Introduction: concept of HRM L-2: Scope of human resource management L-3: Importance of human resource management L-4: HRM in public and private organizations: guided discussion	Interactive lecture; discussion	Guided questioning; class participation	CLO1
2	L-5: Strategic HRM: concept and purpose L-6: Human resource management as a strategic function L-7: Concept of competitive advantage	Guided reading; case examples	1st Midterm Examination (10 marks)	CLO1

Week	Topic / Lecture	Teaching–Learning Strategy	Assessment Strategy	CLOs
	L-8: Cost leadership as a competitive strategy			
3	L-9: Differentiation as a competitive strategy L-10: HR's role as a strategic partner L-11: Job analysis: concept and importance L-12: Steps in the job analysis process	Interactive lecture; group discussion	In-class discussion and short case	CLO1, CLO2
4	L-13: Methods of collecting job analysis information (I) L-14: Methods of collecting job analysis information (II) L-15: Job descriptions: purpose and structure L-16: Job specifications: development and review	Peer teaching; practical examples	Job-analysis practice	CLO2
5	L-17: Recruitment and selection: core concepts L-18: Internal sources of recruitment L-19: External sources of recruitment L-20: Comparing recruitment sources in a case	Seminar; discussion	2nd Midterm Examination (10 marks)	CLO2
6	L-21: The selection process: initial stages L-22: The selection process: decision stages and review L-23: Training and development: concepts L-24: Training needs assessment: purpose	Case-based learning; lecture	Assignment: recruitment/selection exercise	CLO2, CLO3
7	L-25: Determining organizational training needs L-26: Methods of employee training (I) L-27: Methods of employee training (II) L-28: Evaluation of training effectiveness	Problem-solving; demonstration	Training needs assessment exercise	CLO3
8	L-29: Human resource planning: concept L-30: Purpose of the HR planning process L-31: Steps in human resource planning (I) L-32: Steps in human resource planning (II)	Practical HR planning workshop	In-class discussion and short case	CLO3

Week	Topic / Lecture	Teaching–Learning Strategy	Assessment Strategy	CLOs
9	L-33: HR planning case and practical application L-34: Performance appraisal: concept L-35: The performance appraisal process (I) L-36: The performance appraisal process (II)	Guided case analysis	HR planning problem-solving	CLO3, CLO4
10	L-37: Performance appraisal methods (I) L-38: Performance appraisal methods (II) L-39: Applying appraisal methods to a case L-40: Compensation management: concept	Appraisal simulation; discussion	Performance appraisal case study	CLO4
11	L-41: Objectives of wage and salary administration L-42: Wage and salary determination: steps (I) L-43: Wage and salary determination: steps (II) L-44: Preparing a simple compensation structure	Applied compensation exercise	Class test; compensation exercise	CLO4
12	L-45: Performance and compensation: practical review L-46: Employee motivation: concept L-47: Types of motivation L-48: Motivation theories (I)	Case-based learning; workshop	Pay-structure assignment	CLO4, CLO5
13	L-49: Motivation theories (II) L-50: Applying motivation theory to organizational cases L-51: Collective bargaining: concept L-52: Components of the collective bargaining process	Data analysis; group discussion	Motivation case analysis; quiz	CLO5
14	L-53: Reasons employees join trade unions L-54: The process of collective bargaining L-55: Industrial relations: concept and importance L-56: Industrial relations in Bangladesh: discussion and presentation	Case studies; field-oriented presentation	Presentation and feedback	CLO5

Part-C:

15. Assessment and Evaluation

(1) Assessment Strategy:

Assessment will measure achievement of the five course learning outcomes through formative and summative tasks. Continuous In-Course Evaluation (CIE) includes quizzes/class tests, assignments/presentations, class attendance and participation, and a mid-semester examination. The Semester-End Examination (SEE) assesses conceptual understanding, application, and analysis across the course.

(2) Marks Distribution:

Assessment Component	Marks / Weight
Continuous In-Course Evaluation (CIE)	**40%**
(i) Presentation	10
(ii) Assignment	05
(iii) Class Attendance	05
(iv) Midterm Examination	20
Semester-End Examination (SEE)	**60%**
Semester Final Examination	60
Total	**100**

Assessment Matrix of the Course

CLOs	Midterm Examination (20%)	Final Exam (60%)	Attendance (5%)	Presentation (10%)	Assignment (5%)
CLO1	Conceptual questions	Conceptual questions	Participation	Case presentation	Assignment
CLO2		Applied questions			
CLO3		Case-based questions			
CLO4		Appraisal / pay-structure questions			
CLO5		Analytical case questions			

(3) Make-up Procedures:

Make-up tests and any special examination arrangements, where permitted, shall follow the applicable university and departmental regulations. A student requesting consideration for extraordinary circumstances should contact the course teacher and provide supporting documentation through the prescribed academic approval process.

(4) Textbooks

1. Armstrong, M., & Taylor, S. (2023). Armstrong's handbook of human resource management practice (16th ed.). Kogan Page.
2. Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2022). Human resource management in public service: Paradoxes, processes, and problems (7th ed.). CQ Press.
3. Dessler, G. (2020). Human resource management (16th ed.). Pearson.
4. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2021). Human resource management: Gaining a competitive advantage (12th ed.). McGraw Hill.

Reference Materials

1. Aswathappa, K. (2017). Human resource management: Text and cases (8th ed.). McGraw Hill Education.
2. Boxall, P., & Purcell, J. (2016). Strategy and human resource management (4th ed.). Palgrave Macmillan.
3. Bratton, J., & Gold, J. (2017). Human resource management: Theory and practice (6th ed.). Palgrave.
4. Byars, L. L., & Rue, L. W. (2011). Human resource management (10th ed.). McGraw-Hill/Irwin.
5. Cascio, W. F. (2019). Managing human resources: Productivity, quality of work life, profits (11th ed.). McGraw-Hill Education.
6. DeCenzo, D. A., Robbins, S. P., & Verhulst, S. L. (2016). Fundamentals of human resource management (12th ed.). John Wiley & Sons.
7. Flippo, E. B. (1984). Personnel management (6th ed.). McGraw-Hill.
8. Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2017). Human resource management (15th ed.). Cengage Learning.
9. Mondy, R. W., & Martocchio, J. J. (2016). Human resource management (14th ed.). Pearson.
10. Robbins, S. P., & Judge, T. A. (2019). Organizational behavior (18th ed.). Pearson.
11. Williams, S. (2020). Introducing employment relations: A critical approach (5th ed.). Oxford University Press.