

BANGLADESH UNIVERSITY OF PROFESSIONALS (BUP)
SEMESTER OUTLINE (MBA 2015, Major in HRM)

PREFACE

1. **General.** This tentative Semester Outline is the overall pen picture of the academic curriculum blended with series of learning events from social activities and numerous enjoyable events for an effective learning to be fit in the competitive world. Its core theme is to provide a panoramic view of the course curriculum for the initial mental set up of the students and to give guidelines for teachers for innovative and research oriented learning. This comprehensive Semester Outline includes a column each for the Day/Date, Class Timing, Name of the Section Location (Classroom Number), Course Code, Topic/Event, Teacher/Faculty Member and Remarks/Discussion Points. The Semester Outline is also a basic guideline indicating the modes of conduct of the course curriculum. It accommodates all relevant information required for the whole semester including all central events (e.g. sports, games or cultural competitions, National Day(s) celebrations, seminars, cultural programs, etc.). In a nutshell, this Semester Outline is the ready reckoner to all your questions regarding the program.
2. **Semester Starting and Finishing Dates.** The semester starts on 19 June 2016 and finishes on 08 December 2016.
3. **Timing and Conduct of Classes.** The academic week starts on Sunday and finishes on Thursday, making it a five-day working week. Each Section shall have about two classes per day. So, there will be total ten classes per week for each Section. Each class shall be of 90 minutes duration, of which 60 minutes shall be dedicated for lecture, and the rest 30 minutes shall be spent for discussions by the students. The mode and conduct of discussions shall be designed by the class-teacher as per the 'Remarks/Discussion' column given in the following pages. Apart from the planned classes, makeup classes and industrial visits will be conducted on Saturdays as per plan of the Department.
4. **Names of Courses with Codes.** The names of courses with course code have been stated below:

Serial	Name of Course	Code
1.	Strategic Management	MGT 6405
2.	Strategic HRM	HRM6402
3.	Training and Development	HRM 6407
4.	HR Information System	HRM 6409
5.	Compensation management	HRM 6412

5. **Assessment System.** The assessment system is as under:

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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Events	Weightage
Semester Final Exam	35%
Midterm Exam	15%
Class Tests (Total Six)	12%
Term Paper (Individual) Including Presentation	10%
Assignments and Case Studies (Individual/Group) Including Presentation	10%
Regular Class Participation and Presentation	05%
Class Attendance	10%
Attitude/Conduct/Manners	03%
Total	100%

6. **Conclusion.** This Semester Outline, with its all information and instructions, welcomes the students to be a proud member of BUP. It sets the tone and describes the general academic environment of the University for the 2nd Semester of the year 2016. In fact, it is a complete guideline for the students for the Semester, so that there is no room for any confusion on anyone's part. It also gives a clear picture of what BUP wants to impart to the students as well as what is expected out of the students. Disciplinary aspects are also mentioned enabling the students to have a prior understanding of the culture and discipline of BUP. It is expected that students shall take all instructions and information by heart and follow the same with utmost sincerity. It is worth mentioning that curriculum of BUP is not only a bundle of strict routines and their observances, but also a place where students shall learn to be a good and knowledgeable citizen with excellent presentation skill. The Semester is full of fun and frolics apart from the pure academic curriculum, which the students shall come across as the Semester unfolds with passage of time. We hope, gradually, all students shall successfully complete the Semester with praiseworthy results. Welcome to BUP once again.

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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SEMESTER OUTLINE-2016

MBA-2015, Major HRM

2nd Year 2nd Semester

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sun 19 Jun	0900-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 1 Human Resource Management Strategy	Dr. Rabiul Basar	1. Case Study 2. Vision/Mission, Culture, Strategy, Structure, Human Resource Management Strategy.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Historical evolution of human resource Management	Dr. Gopal Chandra Shah	1. Concept of Human 2. Concept of human resource Management 3. HR activities 4. Interface between HRM and HRIS
Mon 20 Jun	0900-1000	MBA 15 HR	North Porch	HRM 6405	Meaning of strategy and strategic management (sm) Why is it important for organizational management? Elements of strategy, Strategic management process Strategic decision making	Dr. Abu Taher	1. Strategy & SM 2. Elements of strategy 3. SM process 4. Strategic decision making
	1245-1345	MBA 15 HR	CR-404	HRM 6402	Human Resource Manager's Strategic Role	Dr. Siraj Uddin	1. Definition of Strategic Human Resource Management 2. HR's Strategic Role 3. HR's Strategy Execution Role 4. HR's Strategy Formulation Role
Tue 21 Jun	0900-1000	MBA 15 HR	CR404	HRM 6405	Meaning of strategy and strategic management (sm) Why is it important for organizational management? Elements of strategy, Strategic management process Strategic decision making	Dr. Abu Taher	1. Strategy & SM 2. Elements of strategy 3. SM process 4. Strategic decision making
	1130-1230	MBA 15 HR	CR-404	HRM 6412	Chapter 1 Human Resource Management Strategy	Dr. Rabiul Basar	1. Aligning HR Strategies across the Organization, 2. Performance and 3. Rewards Management. 4. Case Study

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Wed 22 Jun	1015-1145	MBA 15 HR	CR-603	HRM 6409	A premier on HRIS	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Concept of human resource information systems 2. Importance of HRIS 3. Different types of HRIS 4. Model of Organizational Functions
	1130-1230	MBA 15 HR	CR-603	HRM 6407	Introduction to Employee Training and Development	Dr. Summya	<ol style="list-style-type: none"> 1. Forces Affecting the Workplace Make Training 2. Key Ingredient for Company Success 3. Introduction 4. What Is Training?
Thu 23 Jun	1015-1145	MBA 15 HR	North Porch	HRM 6407	Introduction to Employee Training and Development	Dr. Summya	<ol style="list-style-type: none"> 1. Economic Cycles 2. Globalization 3. Increased Value Placed on Intangible Assets and Human Capital 4. Human Capital
	1400-1530	MBA 15 HR	North Porch	HRM 6402	The High Performance Work System	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. The high performance work system 2. Sample HR practices in high performance companies 3. Translating Strategy into HR Policy and Practice 4. The HR Scorecard Approach
Fri 24 Jun					-----		
Sat 25 Jun					-----		
Sun 26 Jun					Ramadan Leave (26 June to 30 June 2016)		
Fri 01 Jul					JumatulBida		
Sat 02 Jul					-----		
Sun 03 Jul					Eidul Fitre Leave (04 July to 07 July 2016)		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Fri 08 Jul					-----		
Sat 09 Jul					-----		
Sun ¹ 10 Jul	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 2 The Reward System Compensation and Non-compensation Dimensions	Dr. Rabiul Basar	1. The reward system, 2. Compensation system, 3. Compensation dimensions 4. Case Study.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Database management systems	Dr. Gopal Chandra Shah	1. Data, information and knowledge 2. Types of data 3. Data sharing between different functions 4. Data sharing between different levels
Mon 11 Jul	0830-1000	MBA 15 HR	North Porch	HRM 6405	Hierarchy of strategic intent. Developing Vision, Mission, Goals and Objectives, Forms of strategy, Formulating strategy Matching strategy to a situation	Dr. Abu Taher	1. Hierarchy 2. Vision, 3. Mission 4. Goals
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Human Resource Manager's Strategic Role	Dr. Siraj Uddin	1. Definition of Strategic Human Resource Management 2. HR's Strategic Role 3. HR's Strategy Execution Role 4. HR's Strategy Formulation Role
Tue 12 Jul	0830-1000	MBA 15 HR	CR404	HRM 6405	Hierarchy of strategic intent. Developing Vision, Mission, Goals and Objectives, Forms of strategy, Formulating strategy Matching strategy to a situation	Dr. Abu Taher	1. Hierarchy 2. Vision, 3. Mission 4. Goals
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 2 The Reward System: Compensation and Non-compensation Dimensions	Dr. Rabiul Basar	1. Non-compensation system, 2. the compensation program, 3. Determining rates of pay. 4. Case Study

¹ Assign Term Paper

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Wed 13 Jul	1015-1145	MBA 15 HR	CR-603	HRM 6409	Introduction to MS access	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Designing an MS access database 2. HR database application using MS access 3. Other HR databases 4. Data warehouse, Business intelligence and Data mining
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Introduction to Employee Training and Development	Dr. Summya	<ol style="list-style-type: none"> 1. Economic Cycles 2. Globalization 3. Increased Value Placed on Intangible Assets and Human Capital 4. Training Investment Leaders
Thu 14 Jul	1015-1145	MBA 15 HR	North Porch	HRM 6407	Introduction to Employee Training and Development	Dr. Summya	<ol style="list-style-type: none"> 1. High-Performance Models of Work Systems 2. Snapshot of Training Practices 3. Training Facts and Figures 4. Training Investment Leaders
	1400-1530	MBA 15 HR	North Porch	HRM 6402	The High Performance Work System	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. The high performance work system 2. Sample HR practices in high performance companies 3. Translating Strategy into HR Policy and Practice 4. The HR Scorecard Approach
Fri 15 Jul					-----		
Sat 16 Jul					-----		
Sun 17 Jul	1015-1145	MBA 15 HR	Audi North	HRM 6412	Chapter 3 Theories in Compensation	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Pay an Effective Motivator, 2. consequences of pay decisions: theories, reinforcement theory 3.
	1200-1330	MBA 15 HR	Audi North	HRM 6409	HRIS customers/users: Data importance	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Employees 2. Nonemployees 3. Important data 4. HRIS customers/users

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Mon 18 Jul	1015-1145	MBA 15 HR	North Porch	HRM 6405	General approach to case presentation Characteristics of strategic management case – Detailed directions for addressing cases	Dr. Abu Taher	1. Case study and presentation 2. Features of SM cases 3. Addressing case
	1545-1715	MBA 15 HR	CR-404	HRM 6402	The High Performance Work System	Dr. Siraj Uddin	1. The high performance work system 2. Sample HR practices in high performance companies 3. Translating Strategy into HR Policy and Practice 4. The HR Scorecard Approach
Tue 19 Jul	1015-1145	MBA 15 HR	CR404	HRM 6405	Overview of internal analysis, Competitive advantage, Value creation, Low cost and differentiation, Core competencies, The value chain model-Sustaining competitive advantage, Methods of Assessing Internal strengths and weaknesses Case study.	Dr. Abu Taher	1. Internal Analysis 2. Competitive advantage 3. Value chain 4. Sustainability
	1400-1530	MBA 15 HR	CR-404	HRM 6412	Chapter 3 Theories in Compensation	Dr. Rabiul Basar	1. expectancy theories, 2. equity theory, 3. Agency Theory, 4. Social Exchange Theory
Wed 20 Jul	1200-1330	MBA 15 HR	CR-603	HRM 6409	HRIS architecture	Dr. Gopal Chandra Shah	1. The HRIS 'Dinosaur' 2. Two-tier architecture 3. Three-tier architecture 4. N- tier architecture with enterprise resource planning
	1400-1530	MBA 15 HR	CR-603	HRM 6407	Strategic Training	Dr. Summya	1. Strategic Training 2. Spice Up Business Results 3. The Evolution of Training's Role 4. Movement from Training as an Event to Learning
Thu 21 Jul	1200-1330	MBA 15 HR	North Porch	HRM 6407	Strategic Training	Dr. Summya	1. Initiatives That Support the Strategy 2. Provide Training and Development Activities Linked to Strategic Training and Development Initiatives 3. Identify and Collect Metrics to Show Training Success 4. Success
	1545-1715	MBA 15 HR	North Porch	HRM 6402	Strategic Human Resource Management Planning	Dr. Siraj Uddin	1. Strategic HRM planning 2. The Human capital 3. The HR planning 4. The Importance of Strategic HR Planning

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Fri 22 Jul					-----		
Sat 23 Jul					-----		
Sun ² 24 Jul	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 3 Theories in Compensation	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Relationship between motivation and reward, 2. Intrinsic and extrinsic motivation, 3. The impact on intrinsic motivation by an extrinsic, 4. Approach, Reward or other factors in motivation.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Best of Breed	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Recruitment 2. Time collection 3. Payroll 4. Benefits
Mon 25 Jul	0830-1000	MBA 15 HR	North Porch	HRM 6405	Overview of internal analysis, Competitive advantage, Value creation, Low cost and differentiation, Core competencies, The value chain model-Sustaining competitive advantage, Methods of Assessing Internal strengths and weaknesses Case study.	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Internal Analysis 2. Competitive advantage 3. Value chain 4. Sustainability 5. Internal 6. Strengths & weaknesses
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Strategic Human Resource Management Planning	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Strategic HRM planning 2. The Human capital 3. The HR planning 4. The Importance of Strategic HR Planning
Tue 26 Jul	0830-1000	MBA 15 HR	CR404	HRM 6405	Overview of internal analysis, Competitive advantage, Value creation, Low cost and differentiation, Core competencies, The value chain model-Sustaining competitive advantage, Methods of Assessing Internal strengths and weaknesses Case study.	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Internal Analysis 2. Competitive advantage 3. Value chain 4. Sustainability
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 4 Economic theories in Compensation Management	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Economic theories, economic theories in employee compensation 2. Trade-offs and employee compensation 3. Valuation of employee compensation.

² Assign Case Study

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Wed 27 Jul	1015-1145	MBA 15 HR	CR-603	HRM 6409	System Implementation Process	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Project manager 2. Implementation team 3. Processing mapping 4. Customization
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Strategic Training	Dr. Summya	<ol style="list-style-type: none"> 1. Integration of Business Units 2. Global Presence 3. Business Conditions 4. Other Human Resource Management Practices
Thu 28 Jul	1015-1145	MBA 15 HR	North Porch	HRM 6407	Strategic Training	Dr. Summya	<ol style="list-style-type: none"> 1. Faculty Model 2. Customer Model 3. Matrix Model 4. Corporate University Model (Corporate Training)
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Environmental Influences on Human Resource Management	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. The steps in the strategic model 2. Environmental Influences on HRM 3. Sources of Environmental Information and Techniques for Scanning 4. Challenges in environmental scanning
Fri 29 Jul					-----		
Sat 30 Jul					-----		
Sun 31 Jul	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 3 Theories in Compensation	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Relationship between motivation and reward, 2. Intrinsic and extrinsic motivation, 3. The impact on intrinsic motivation by an extrinsic, 4. Approach, Reward or other factors in motivation.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Best of Breed	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Recruitment 2. Time collection 3. Payroll 4. Benefits

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Mon 01 Aug	0830-1000	MBA 15 HR	North Porch	HRM 6405	Overview of external analysis, Industry structure and competitive analysis, Porter's five forces model – Macro environment analysis (PESTELD), Process for analyzing the external environment, How the external environment shapes strategy? The industry lifecycle mode- Case study.	Dr. Abu Taher	1. External analysis 2. Five forces model 3. PESTELD 4. Industry life cycle model
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Environmental Influences on Human Resource Management	Dr. Siraj Uddin	1. The steps in the strategic model 2. Environmental Influences on HRM 3. Sources of Environmental Information and Techniques for Scanning 4. Challenges in environmental scanning
Tue 02 Aug	0830-1000	MBA 15 HR	CR404	HRM 6405	Overview of external analysis, Industry structure and competitive analysis, Porter's five forces model – Macro environment analysis (PESTELD), Process for analyzing the external environment, How the external environment shapes strategy? The industry lifecycle mode- Case study.	Dr. Abu Taher	1. External analysis 2. Five forces model 3. PESTELD 4. Industry life cycle model
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 4 Economic theories in Compensation Management	Dr. Rabiul Basar	1. Price of employee stock options, 2. labor market and 3. employee benefits, 4. productivity linked employee benefits, Case Study
Wed 03 Aug	1015-1145	MBA 15 HR	CR-603	HRM 6409	HRIS Needs –Planning and Analysis SDLC	Dr. Gopal Chandra Shah	1. HRIS needs 2. Planning and analysis 3. Gap Analysis 4. System Development Life Cycle
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Needs Assessment	Dr. Summya	1. Introduction 2. Why Is Needs Assessment Necessary? 3. Who Should Participate in Needs Assessment? 4. Methods Used in Needs Assessment
Thu 04	0830-1000						

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Aug	1015-1145	MBA 15 HR	North Porch	HRM 6407	Needs Assessment	Dr. Summya	1. The Needs Assessment Process 2. Organizational Analysis 3. Person Analysis 4. Task Analysis
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Job Analysis	Dr. Siraj Uddin	1. Types of Information Collected 2. Define Job Analysis 3. Use of Job Analysis Information 4. Process Chart for Analyzing a Job's Workflow
Fri 05 Aug					-----		
Sat 06 Aug					-----		
Sun ³ 07 Aug	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 5 Job Design	Dr. Rabiul Basar	1. Job design, strategies and techniques of job design, 3. components of job design, job analysis.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Design consideration during the System Development Life Cycle	Dr. Gopal Chandra Shah	1. Logical design 2. Two ways to view an HRIS 3. Creating and using the DFD 4. Vendor selection
Mon 08 Aug	0830-1000	MBA 15 HR	North Porch	HRM 6405	Overview of external analysis, Industry structure and competitive analysis, Porter's five forces model – Macro environment analysis (PESTELD), Process for analyzing the external environment, How the external environment shapes strategy? The industry lifecycle mode-Case study.	Dr. Abu Taher	5. External analysis 6. Five forces model 7. PESTELD 8. Industry life cycle model
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Job Analysis	Dr. Siraj Uddin	1. Types of Information Collected 2. Define Job Analysis 3. Use of Job Analysis Information 4. Process Chart for Analyzing a Job's Workflow

³ Case Study Submission

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Tue 09 Aug	0830-1000	MBA 15 HR	CR404	HRM 6405	Overview of external analysis, Industry structure and competitive analysis, Porter's five forces model – Macro environment analysis (PESTELD), Process for analyzing the external environment, How the external environment shapes strategy? The industry lifecycle mode- Case study.	Dr. Abu Taher	1. External analysis 2. Five forces model 3. PESTELD 4. Industry life cycle model
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 5 Job Design	Dr. Rabiul Basar	1. Job description, 2. job evaluation, 3. job assessment, Alternative methods of job assessment.
Wed 10 Aug	1015-1145	MBA 15 HR	CR-603	HRM 6409	HRIS cost benefit analysis	Dr. Gopal Chandra Shah	1. Keys to successful HRIS cost benefit analysis 2. Different approaches to Estimating Benefit Magnitude 3. Estimating Indirect Benefit Magnitude 4. Estimating the timing of benefits and costs
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Learning: Theories and Program	Dr. Summya	1. A Positive Learning Environment Energizes Training 2. What Is Learning? What Is Learned? 3. Learning Theories 4. Reinforcement Theory
Thu 11 Aug	1015-1145	MBA 15 HR	North Porch	HRM 6407	Learning: Theories and Program	Dr. Summya	1. Social Learning Theory 2. Goal Theories 3. Need Theories 4. Expectancy Theory
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Process of Job Analysis	Dr. Siraj Uddin	1. Problems associated with Job analysis 2. The process of job analysis 3. Specific Job analysis techniques 4. Methods of Collecting Job Analysis Information: The Interview
Fri 12 Aug					-----		
Sat 13 Aug					-----		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sun 14 Aug	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 6 Why reward is important and how it can make an impact	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Symbolic messages in reward, 2. Long-service awards, 3. The rhetoric reality gap, 4. Supporting values and culture,
	1015-1145	MBA 15 HR	Audi North	HRM 6409	HRIS cost benefit analysis	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Keys to successful HRIS cost benefit analysis 2. Different approaches to Estimating Benefit Magnitude 3. Estimating Indirect Benefit Magnitude 4. Estimating the timing of benefits and costs
Mon 15 Aug				National Mourning Day			
Tue 16 Aug	0830-1000	MBA 15 HR	CR404	HRM 6405	Overview of external analysis, Industry structure and competitive analysis, Porter's five forces model – Macro environment analysis (PESTEL), Process for analyzing the external environment, How the external environment shapes strategy? The industry lifecycle model- Case study.	Dr. Abu Taher	<ol style="list-style-type: none"> 5. External analysis 6. Five forces model 7. PESTEL 8. Industry life cycle model
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 6 Why reward is important and how it can make an impact	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Alignment with organization strategy, 2. Alignment with HR strategy, 3. Role in change management
Wed 17 Aug	1015-1145	MBA 15 HR	CR-603	HRM 6409	Project Management	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. The IT perspective 2. PM literature 3. PM approaches and tools 4. General IT factors affecting PM success
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Learning: Theories and Program	Dr. Summya	<ol style="list-style-type: none"> 1. The Learning Process 2. Mental and Physical Processes 3. The Learning Cycle 4. Age Influences on Learning

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Thu ⁴ 18 Aug	1015-1145	MBA 15 HR	North Porch	HRM 6407	Learning: Theories and Program	Dr. Summya	<ol style="list-style-type: none"> 1. Considerations in Designing Effective Training Programs 2. Selecting and Preparing the Training Site 3. Choosing Trainers 4. How Trainers Can Make the Training Site
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Process of Job Analysis	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Problems associated with Job analysis 2. The process of job analysis 3. Specific Job analysis techniques 4. Methods of Collecting Job Analysis Information: The Interview
Fri 19 Aug					-----		
Sat 20 Aug					-----		
Sun 21 Aug	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 6 Why reward is important and how it can make an impact	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Measuring the impact, 2. Employee surveys, 3. Exit interviews, 4. Staff turnover
	1015-1145	MBA 15 HR	Audi North	HRM 6409	The HRM perspective	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Configuring the PM team 2. Identification of Available resources and Constraints 3. Selection of implementation team 4. Training and documentation team
Mon 22 Aug	0830-1000	MBA 15 HR	North Porch	HRM 6405	Overview of external analysis, Industry structure and competitive analysis, Porter's five forces model – Macro environment analysis (PESTEL), Process for analyzing the external environment, How the external environment shapes strategy? The industry lifecycle mode- Case study.	Dr. Abu Taher	<ol style="list-style-type: none"> 1. External analysis 2. Five forces model 3. PESTEL 4. Industry life cycle model

⁴ Issue Team Assign

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Human Resource Management System	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Define HR Management System 2. Usages of HR Management System 3. Payroll; Work Time 4. Appraisal performance; Benefits Administration
Tue 23 Aug	0830-1000	MBA 15 HR	North Porch	HRM 6405	Meaning of functional level strategy Production and efficiency – Marketing and efficiency – R.D. strategy and efficiency – HR strategy and efficiency and Infrastructure and efficiency – Achieving superior quality – TOM and CPR Guidelines for managing TOM and CPR Achieving superior innovation Achieving superior customer responsiveness Best practices in three primary core processes. Case study	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Strategic role of areas 2. TQM 3. CPP 4. Achieving superior Efficiency, Quality, Innovation and customer responsiveness
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 7 How rewardfits together	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Influences on reward strategy, 2. External influences, 3. Internal influences, 4. Case Study
Wed 24 Aug	1015-1145	MBA 15 HR	CR-603	HRM 6409	Implementation , Integration, and Management of the HRIS	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Concept of Change Management 2. Action research model 3. Kotter's process of leading change 4. Reasons for IT system failur
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Transfer of Training	Dr. Summya	<ol style="list-style-type: none"> 1. Transfer of Training and Knowledge Sharing Are Important for Nonprofits 2. Training Design 3. Applications of Transfer of Training Theory 4. Encourage Trainee Responsibility and Self-Management
Thu 25 Aug					Jonmashami		
Fri 26 Aug					-----		
Sat 27 Aug					-----		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sun 28 Aug	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 7 How rewardfits together	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Trade-offs between different parts of Reward, 2. Total cost, 3. Trade-offs, 4. The role of the reward professional.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Implementation , Integration, and Management of the HRIS	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Concept of Change Management 2. Action research model 3. Kotter's process of leading change 4. Reasons for IT system failur
Mon 29 Aug	0830-1000	MBA 15 HR	North Porch	HRM 6405	Meaning of functional level strategy Production and efficiency – Marketing and efficiency – R.D. strategy and efficiency – HR strategy and efficiency and Infrastructure and efficiency – Achieving superior quality – TOM and CPR Guidelines for managing TOM and CPR Achieving superior innovation Achieving superior customer responsiveness Best practices in three primary core processes. Case study	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Strategic role of areas 2. TQM 3. CPP 4. Achieving superior Efficiency, Quality, Innovation and customer responsiveness
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Human Resource Management System	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Define HR Management System 2. Usages of HR Management System 3. Payroll; Work Time 4. Appraisal performance; Benefits Administration
Tue 30 Aug	0830-1000	MBA 15 HR	North Porch	HRM 6405	Meaning of functional level strategy Production and efficiency – Marketing and efficiency – R.D. strategy and efficiency – HR strategy and efficiency and Infrastructure and efficiency – Achieving superior quality – TOM and CPR Guidelines for managing TOM and CPR Achieving superior innovation Achieving superior customer responsiveness Best practices in three primary core processes. Case study	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Strategic role of areas 2. TQM 3. CPP 4. Achieving superior Efficiency, Quality, Innovation and customer responsiveness
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 8 How to getstarted with a reward strategy	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. An approach to developing a rewardStrategy, 2. Developing a reward framework, 3. reward strategy statements.

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Wed 31 Aug	1015- 1145	MBA 15 HR	CR-603	HRM 6409	Review of Database management systems, System Implementation Process, HRIS cost benefit analysis and Project Management.	Dr. Gopal Chandra Shah	1. Database management systems 2. System Implementation Process 3. HRIS cost benefit analysis 4. Project Management
Thu ⁵ 01 Sep	1015- 1145	MBA 15 HR	North Porch	HRM 6407	Transfer of Training	Dr. Summya	1. Work Environment Characteristics That Influence Transfer 2. Climate for Transfer 3. Manager Support 4. Peer Support
	1400- 1530	MBA 15 HR	North Porch	HRM 6402	Stages of Human Resource Management System Development	Dr. Siraj Uddin	1. The Stages of HRMS Development 2. Selection and Design Criteria for HRMS 3. Future of HRMS
Fri 02 Sep					-----		
Sat 03 Sep					-----		
Sun 04 Sep	0830- 1000	MBA 15 HR	Audi North	HRM 6412	Chapter 8 How to getstarted with a reward strategy	Dr. Rabiul Basar	1. Making changes over time, 2. Strategic pragmatism, Unintended consequences, 3. Case Study.
	1015- 1145	MBA 15 HR	Audi North	HRM 6409	Mid Term Exam	Dr. Gopal Chandra Shah	
Mon 05 Sep	0830- 1000	MBA 15 HR	North Porch	HRM 6405	Meaning of functional level strategy Production and efficiency – Marketing and efficiency – R.D. strategy and efficiency – HR strategy and efficiency and Infrastructure and efficiency – Achieving superior quality – TOM and CPR Guidelines for managing TOM and CPR Achieving superior innovation Achieving superior customer responsiveness Best practices in three primary core processes. Case study	Dr. Abu Taher	1. Strategic role of areas 2. TQM 3. CPP 4. Achieving superior Efficiency, Quality, Innovation and customer responsiveness

⁵ Debate Competition Final

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Stages of Human Resource Management System Development	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. The Stages of HRMS Development 2. Selection and Design Criteria for HRMS 3. Future of HRMS
Tue 06 Sep	0830-1000	MBA 15 HR	North Porch	HRM 6405	<p>Meaning of functional level strategy Production and efficiency – Marketing and efficiency – R.D. strategy and efficiency – HR strategy and efficiency and Infrastructure and efficiency – Achieving superior quality – TOM and CPR</p> <p>Guidelines for managing TOM and CPR</p> <p>Achieving superior innovation</p> <p>Achieving superior customer responsiveness</p> <p>Best practices in three primary core processes.</p> <p>Case study</p>	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Strategic role of areas 2. TQM 3. CPP 4. Achieving superior Efficiency, Quality, Innovation and customer responsiveness
	1200-1330	MBA 15 HR	CR-404	HRM 6412	<p>Chapter 9</p> <p>Communication in Reward Management</p>	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Communications and reward, 2. Confidentiality, 3. Communicating total reward, Reward statements,
Wed 07 Sep	1015-1145	MBA 15 HR	CR-603	HRM 6409	HRM Administration and Organising Approaches	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Theory and HR Administration 2. SOA Business- modelling process 3. Architectural benefits of SOA 4. Self Service Portals and HRIS
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Transfer of Training	Dr. Summya	<ol style="list-style-type: none"> 1. Determining Benefits 2. Example of a Cost-Benefit Analysis 3. Other Methods for Cost-Benefit Analysis 4. Practical Considerations in Determining Return on Investment

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Thu 08 Sep	1015-1145	MBA 15 HR	North Porch	HRM 6407	Training Evaluation	Dr. Summya	<ol style="list-style-type: none"> 1. Training and Leadership Development: A Healthy Investment at Sisters of Charity Providence Hospital 2. Reasons for Evaluating Training 3. Overview of the Evaluation Process 4. Outcomes Used in the Evaluation of Training Programs
	1400-1530	MBA 15 HR	North Porch	HRM 6402	The Human Resource Forecasting Process	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Forecasting Activity Categories 2. Forecasting HR Supply and Demand 3. Forecasting Methods 4. Forecasting the Demand for Human Resources
Fri 09 Sep					-----		
Sat 10 Sep					-----		
Sun 11 Sep				Eid-UI Azha (11 September to 17 September)			
Sun 18 Sep	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 9 Communication in Reward Management	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Flexible benefits (flex), Building communications into reward Design, 2. Pay review process, 3. Individual pay reviews,
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Outsourcing and HRIS	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Reasons to pursue HR outsourcing 2. Advantages of HR outsourcing 3. Disadvantages of HR outsourcing 4. Types of HR Offshoring
Mon 19 Sep	0830-1000	MBA 15 HR	North Porch	HRM 6405	What is Business level strategy, Choosing a generic – business level strategy : cost leadership, product differentiation and focus strategies- Types of competitive advantage, Competitive advantage across the market life cycle; Strategic group analysis, Ingredients of successful turnaround process	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Business level strategy 2. Cost leadership 3. Product differentiation 4. Focus strategies

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
	1400-1530	MBA 15 HR	CR-404	HRM 6402	The Human Resource Forecasting Process	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Forecasting Activity Categories 2. Forecasting HR Supply and Demand 3. Forecasting Methods 4. Forecasting the Demand for Human Resources
Tue 20 Sep	0830-1000	MBA 15 HR	North Porch	HRM 6405	What is Business level strategy, Choosing a generic – business level strategy : cost leadership, product differentiation and focus strategies- Types of competitive advantage, Competitive advantage across the market life cycle; Strategic group analysis, Ingredients of successful turnaround process	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Business level strategy 2. Cost leadership 3. Product differentiation 4. Focus strategies
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 9 Communication in Reward Management	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Recruitment and selection, 2. A communications model, 3. Communications channels, 4. Communicating bad news.
Wed 21 Sep	1015-1145	MBA 15 HR	CR-603	HRM 6409	Talent Management , A framework for strategic HR planning	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. High performers and high potentials 2. Talent diversity 3. Job analysis approaches and techniques 4. Analysis and Investigation
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Training Evaluation	Dr. Summya	<ol style="list-style-type: none"> 1. Behavior and Skill-Based Outcomes 2. Affective Outcomes 3. Results 4. Return on Investment
Thu 22 Sep	1015-1145	MBA 15 HR	North Porch	HRM 6407	Training Evaluation	Dr. Summya	<ol style="list-style-type: none"> 1. Evaluation Designs 2. Threats to Validity: Alternative Explanations for Evaluation Results 3. Types of Evaluation Designs 4. Considerations in Choosing an Evaluation Design
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Key Personnel Analyses Conducted by HR Forecaster	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Benefits of HR Forecasting 2. Key Personnel Analyses Conducted by HR Forecaster 3. The Goal of HR Forecasting 4. Determining net HR requirements
Fri 23 Sep					-----		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sat 24 Sep					-----		
Sun 25 Sep	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 10 Managing paydata and pay reviews	Dr. Rabiul Basar	1. Pay data, Types of data, 2. Purposes of pay data 3. Sources of pay data.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Requirement and Technology	Dr. Gopal Chandra Shah	1. The impact of online 2. Gordon's model requirement on 3. requirement objectives. 4. Quantity, quality and diversity of applicants 5. Test and assesment
Mon 26 Sep	0830-1000	MBA 15 HR	North Porch	HRM 6405	What is Business level strategy, Choosing a generic – business level strategy : cost leadership, product differentiation and focus strategies- Types of competitive advantage, Competitive advantage across the market life cycle; Strategic group analysis, Ingredients of successful turnaround process	Dr. Abu Taher	1. Business level strategy 2. Cost leadership 3. Product differentiation 4. Focus strategies
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Key Personnel Analyses Conducted by HR Forecaster	Dr. Siraj Uddin	1. Benefits of HR Forecasting 2. Key Personnel Analyses Conducted by HR Forecaster 3. The Goal of HR Forecasting 4. Determining net HR requirements
Tue 27 Sep	0830-1000	MBA 15 HR	North Porch	HRM 6405	What is Business level strategy, Choosing a generic – business level strategy : cost leadership, product differentiation and focus strategies- Types of competitive advantage, Competitive advantage across the market life cycle; Strategic group analysis, Ingredients of successful turnaround process	Dr. Abu Taher	1. Business level strategy 2. Cost leadership 3. Product differentiation 4. Focus strategies
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 10 Managing paydata and pay reviews	Dr. Rabiul Basar	1. Salary surveys, 2. Validity of salary surveys, 3. Using survey data, 4. Pay reviews
Wed ⁶ 28 Sep	1015-1145	MBA 15 HR	CR-603	HRM 6409	Selection and Technology	Dr. Gopal Chandra Shah	1. Selection test and assessments 2. Assessment important for HRIS 3. Technology issues in selection 4. Applying HRIS to selection and assessment

⁶ Team Assign Submission

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Traditional Training Methods	Dr. Summya	1. Introduction 2. Presentation Methods 3. Lecture 4. Audiovisual Techniques 5. Hands-on Methods
Thu 29 Sep	1015-1145	MBA 15 HR	North Porch	HRM 6407	Traditional Training Methods	Dr. Summya	1. On-the-Job Training (OJT) 2. Simulations 3. Case Studies 4. Business Games
	1200-1330			Seminar-8			
	1400-1530						
	1545-1715						
Fri 30 Sep					-----		
Sat 01 Oct					-----		
Sun 02 Oct	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 10 Managing paydata and pay reviews	Dr. Rabiul Basar	1. Pay review budget, Cost of salary increases, 2. Pay policy, 3. Individual pay changes
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Training and Development	Dr. Gopal Chandra Shah	1. Concept of Training and Development 2. HRIS application in training 3. System model of Training and Development 4. Training methods
Mon 03 Oct	0830-1000	MBA 15 HR	North Porch	HRM 6405	Strategies in Fragmented industries Strategies in growth/emerging industries Strategy in mature industries Strategies to manage rivalry in mature industries Four nonprice competitive strategies Strategies in declining industries A harvest strategy	Dr. Abu Taher	1. Fragmented industries 2. Mature industries 3. Declining industries 4. Non-price competitive strategy's
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Measuring Human Resource Demand	Dr. Siraj Uddin	1. Regression Analysis 2. Simple Regression Prediction Model 3. Information of Regression Exercise

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Tue 04 Oct	0830-1000	MBA 15 HR	North Porch	HRM 6405	Strategies in Fragmented industries Strategies in growth/emerging industries Strategy in mature industries Strategies to manage rivalry in mature industries Four nonprice competitive strategies Strategies in declining industries A harvest strategy	Dr. Abu Taher	1. Fragmented industries 2. Mature industries 3. Declining industries 4. Non-price competitive strategy's 5. Harvest strategy.
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 10 Managing paydata and pay reviews	Dr. Rabiul Basar	1. Pay matrix, Online pay review systems 2. Pay review and pay progression 3. The message
Wed 05 Oct	1015-1145	MBA 15 HR	CR-603	HRM 6409	Introduction to performance, rewards, payroll.	Dr. Gopal Chandra Shah	1. Concept of performance Management 2. Compensation 3. Benefits 4. Payroll
	1200-1330	MBA 15 HR	CR-603	HRM 6407	E-Learning and Use of Technology in Training	Dr. Summya	1. Introduction 2. Technology's Influence on Training and Learning 3. Technology and Collaboration 4. Technology and Learning Environment
Thu 06 Oct	1015-1145	MBA 15 HR	North Porch	HRM 6407	Employee Development	Dr. Summya	1. Introduction 2. Approaches to Employee Development 3. Formal Education 4. Assessment
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Measuring Human Resource Demand	Dr. Siraj Uddin	1. Regression Analysis 2. Simple Regression Prediction Model 3. Information of Regression Exercise
Fri 07 Oct					-----		
Sat 08 Oct					-----		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sun 09 Oct	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 11 Performance Management: Mapping Out the Process	Dr. Rabiul Basar	1. Performance management, 2. framework for defining key elements of performance success, Framework for Defining Key Elements of Performance Success.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	HR programs in Global Organizations	Dr. Gopal Chandra Shah	1. Concept of HRM 2. Types of international business operations 3. Topics for predeparture training 4. Differences in HRM and MNEs
Mon 10 Oct	0830-1000	MBA 15 HR	North Porch	HRM 6405	Strategies in Fragmented industries Strategies in growth/emerging industries Strategy in mature industries Strategies to manage rivalry in mature industries Four nonprice competitive strategies Strategies in declining industries A harvest strategy	Dr. Abu Taher	1. Fragmented industries 2. Mature industries 3. Declining industries 4. Non-price competitive strategy's
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Human Resource Strategy	Dr. Siraj Uddin	1. Four Human Resource Strategies 2. Loyal Soldier HR Strategy 3. Bargain Laborer 4. Committed Expert
Tue 11 Oct				Durga Puja			
Wed 12 Oct				Ashura			
Thu 13 Oct	1015-1145	MBA 15 HR	North Porch	HRM 6407	Special Issues in Training and Employee Development	Dr. Summya	1. Introduction 2. Training Issues Resulting from the External Environment 3. Legal Issues
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Human Resource Strategy	Dr. Siraj Uddin	1. Four Human Resource Strategies 2. Loyal Soldier HR Strategy 3. Bargain Laborer 4. Committed Expert

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Fri 14 Oct					-----		
Sat ⁷ 15 Oct					-----		
Sun ⁸ 16 Oct	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 11 Performance Management: Mapping Out the Process	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Performance Management As An Ongoing Process, 2. mechanics of a business-driven objective setting process, 3. Multisource Performance Feedback as an Assessment Tool,
	1015-1145	MBA 15 HR	Audi North	HRM 6409	HR programs in Global Organizations	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Concept of HRM 2. Types of international business operations 3. Topics for predeparture training 4. Differences in HRM and MNEs
Mon 17 Oct	0830-1000	MBA 15 HR	North Porch	HRM 6405	Nature of corporate level strategy - Integration strategies – Corporate diversification strategies, Means of diversification Evaluating the benefits of diversification Corporate strategic alliances BCG matrix Case study	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Integration 2. Diversification 3. Corporate strategic alliances 4. BCG matrix
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Ascertaining Human Resource Supply	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Skills and Management Inventories 2. Succession/Replacement Analysis 3. Succession /Placement Chart

⁷ Cultural Competition

⁸ Term Paper Submission

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Tue 18 Oct	0830-1000	MBA 15 HR	North Porch	HRM 6405	Nature of corporate level strategy - Integration strategies – Corporate diversification strategies, Means of diversification Evaluating the benefits of diversification Corporate strategic alliances BCG matrix Case study	Dr. Abu Taher	1. Integration 2. Diversification 3. Corporate strategic alliances 4. BCG matrix
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 11 Performance Management: Mapping Out the Process	Dr. Rabiul Basar	1. Maximizing Performance 2. Through Feedback and Coaching, 3. Performance Evaluation and Development, 4. The Appraisal Interview, development planning.
Wed 19 Oct	1015-1145	MBA 15 HR	CR-603	HRM 6409	Threats to Information Security, Components of Information Security	Dr. Gopal Chandra Shah	1. Concept Information Security 2. Threats to Information Security 3. Components of Information Security 4. Legal requirements for information security
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Special Issues in Training and Employee Development	Dr. Summya	1. Cross-Cultural Preparation 2. Managing Work Force Diversity 3. School-to- Work Transition 4. Training's Role in Welfare-to-Workand Other Public-Private Sector Programs
Thu 20 Oct	1015-1145	MBA 15 HR	North Porch	HRM 6407	Special Issues in Training and Employee Development	Dr. Summya	1. Basic Skills Training 2. Life Long Learning 3. Melting the Glass Ceiling 4. Joint Union-Management Programs
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Ascertaining Human Resource Supply	Dr. Siraj Uddin	1. Skills and Management Inventories 2. Succession/Replacement Analysis 3. Succession /Placement Chart
Fri 21 Oct					-----		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sat 22 Oct					-----		
Sun 23 Oct	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 12 Competency-Based Reward Design Approaches	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Practices in Competency Linkages 2. Characteristics of Traditional Linkage Approaches, 3. Characteristics of New Linkage Approaches, 4. design purpose for competency-based rewards,
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Information Security Management for HRIS	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Concept of Information privacy 2. Consider to secure information security 3. Information Security management for HRIS 4. Information Security Program for HRIS
Mon 24 Oct	0830-1000	MBA 15 HR	North Porch	HRM 6405	Nature of corporate level strategy - Integration strategies – Corporate diversification strategies, Means of diversification Evaluating the benefits of diversification Corporate strategic alliances BCG matrix Case study	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Integration 2. Diversification 3. Corporate strategic alliances 4. BCG matrix
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Succession Management	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Definition and Importance of Succession Management: 2. Reasons for Succession Management 3. Evolution of Succession Management 4. Succession Management Process
Tue 25 Oct	0830-1000	MBA 15 HR	North Porch	HRM 6405	Profiting from global expansion Pressures for cost reduction and local responsiveness Four basic strategies : merits and demerits – Advantages and disadvantages of different entry modes – Global strategic alliances – Managing the alliance.	Dr. Abu Taher	<ol style="list-style-type: none"> 1. Global expansion 2. Strategic choice 3. choice of entry mode 4. Global strategic alliances

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 12 Competency-Based Reward Design Approaches	Dr. Rabiul Basar	<ol style="list-style-type: none"> Three Alternative Models for Linking Base Pay to Competencies, Overview of the Base Pay Design Alternatives, Models for Base Pay Linkage, Linkage of Competencies to Base Pay Administration.
Wed 26 Oct	1015-1145	MBA 15 HR	CR-603	HRM 6409	Emerging Trends in HRM and IT	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> Future trends in HRM Future trends in the fields of IT/IS and HRIS Enterprise portals Future trends in workplace technology
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Careers and Career Management	Dr. Summya	<ol style="list-style-type: none"> Managing Careers Helps Accenture Reach Out to Its Virtual Work Force Why Is Career Management Important?
Thu 27 Oct	1015-1145	MBA 15 HR	North Porch	HRM 6407	Careers and Career Management	Dr. Summya	<ol style="list-style-type: none"> Career Management s Influence on Career Motivation What Is a Career? The Protean Career Traditional Career versus Protean Career
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Succession Management	Dr. Siraj Uddin	<ol style="list-style-type: none"> Definition and Importance of Succession Management: Reasons for Succession Management Evolution of Succession Management Succession Management Process
Fri 28 Oct					-----		
Sat 29 Oct					-----		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sun 30 Oct	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 13 International Compensation Management	Dr. Rabiul Basar	1. International compensation, cultural issues, 2. concepts of variation, 3. components of international compensation.
	1015-1145	MBA 15 HR	Audi North	HRM 6409		Dr. Gopal Chandra Shah	
Mon 31 Oct				Seminar-9			
Tue ⁹ 01 Nov	0830-1000	MBA 15 HR	North Porch	HRM 6405	Profiting from global expansion Pressures for cost reduction and local responsiveness Four basic strategies : merits and demerits – Advantages and disadvantages of different entry modes – Global strategic alliances – Managing the alliance.	Dr. Abu Tahar	1. Global expansion 2. Strategic choice 3. choice of entry mode 4. Global strategic alliances
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 13 International Compensation Management	Dr. Rabiul Basar	1. Issues related to repatriation, 2. international compensation design, 3. Approaches to international compensation, case study.
Wed 02 Nov	1015-1145	MBA 15 HR	CR-603	HRM 6409	Emerging Trends in HRM and IT	Dr. Gopal Chandra Shah	1. Future trends in HRM 1. Future trends in the fields of IT/IS and HRIS 2. Enterprise portals 3. Future trends in workplace technology
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Careers and Career Management	Dr. Summya	1. Career Needs and Interests of Different Generations 2. A Model of Career Development 3. Career Stages 4. Career Management Systems
Thu 03 Nov	1015-1145	MBA 15 HR	North Porch	HRM 6407	The Future of Training and Development	Dr. Summya	1. Training for Sustainability 2. Increased Use of New Technologies for Training 3. Delivery 4. Increased Demand for Training for Virtual Work Arrangements

⁹ Cricket Final

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Human Resource Strategy	Dr. Siraj Uddin	<ol style="list-style-type: none"> Four Human Resource Strategies Loyal Soldier HR Strategy Bargain Laborer Committed Expert Free Agent Alignment of Hr and Competitive Business Strategies
Fri 04 Nov					-----		
Sat 05 Nov					-----		
Sun 06 Nov	0830-1000	MBA 15 HR	Audi North	HRM 6412	Chapter 13 International Compensation Management	Dr. Rabiul Basar	<ol style="list-style-type: none"> Issues related to repatriation, international compensation design, Approaches to international compensation, case study.
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Emerging Trends in HRM and IT	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> Future trends in HRM Future trends in the fields of IT/IS and HRIS Enterprise portals Future trends in workplace technology
Mon 07 Nov	0830-1000	MBA 15 HR	North Porch	HRM 6405	Profiting from global expansion Pressures for cost reduction and local responsiveness Four basic strategies : merits and demerits – Advantages and disadvantages of different entry modes – Global strategic alliances – Managing the alliance.	Dr. Abu Taher	<ol style="list-style-type: none"> Global expansion Strategic choice choice of entry mode Global strategic alliances
	1400-1530	MBA 15 HR	CR-404	HRM 6402	HR as a Strategic Partner	Dr. Siraj Uddin	<ol style="list-style-type: none"> Four Human Resource Strategies Loyal Soldier HR Strategy Bargain Laborer Committed Expert
Tue 08 Nov	0830-1000	MBA 15 HR	North Porch	HRM 6405	Meaning of strategy through implementation, Implementing strategy organization structure, budget and support system, Implementing strategy through organization commitment, culture and leadership Strategic control Case study	Dr. Abu Taher	<ol style="list-style-type: none"> Commitment Culture Leadership Support system & budget

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Chapter 13 International Compensation Management	Dr. Rabiul Basar	<ol style="list-style-type: none"> 1. Issues related to repatriation, 2. international compensation design, 3. Approaches to international compensation, case study.
Wed 09 Nov	1015-1145	MBA 15 HR	CR-603	HRM 6409	Emerging Trends in HRM and IT	Dr. Gopal Chandra Shah	<ol style="list-style-type: none"> 1. Future trends in HRM 2. Future trends in the fields of IT/IS and HRIS 3. Enterprise portals 4. Future trends in workplace technology
	1200-1330	MBA 15 HR	CR-603	HRM 6407	The Future of Training and Development	Dr. Summya	<ol style="list-style-type: none"> 1. Increased Emphasis on Speed in Design, Focus in Content, and Use of Multiple Delivery Methods 2. Increased Emphasis on Capturing and Sharing Intellectual Capital 3. Increased Use of True Performance Support
Thu ¹⁰ 10 Nov	1015-1145	MBA 15 HR	North Porch	HRM 6407	The Future of Training and Development	Dr. Summya	<ol style="list-style-type: none"> 1. Increased Emphasis on Performance Analysis and Learning for Business Enhancement 3. Increased Use of Training Partnerships and Outsourcing Training
	1400-1530	MBA 15 HR	North Porch	HRM 6402	HR as a Strategic Partner	Dr. Siraj Uddin	<ol style="list-style-type: none"> 1. Four Human Resource Strategies 2. Loyal Soldier HR Strategy 3. Bargain Laborer 4. Committed Expert
Fri 11 Nov					-----		
Sat 12 Nov					-----		

¹⁰ Class End

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sun 13 Nov	0830-1000	MBA 15 HR	Audi North	HRM 6412	Presentation	Dr. Rabiul Basar	
	1015-1145	MBA 15 HR	Audi North	HRM 6409	Presentation	Dr. Gopal Chandra Shah	
Mon 14 Nov	0830-1000	MBA 15 HR	North Porch	HRM 6405	Presentation	Dr. Abu Taher	
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Presentation	Dr. Siraj Uddin	
Tue 15 Nov	0830-1000	MBA 15 HR	North Porch	HRM 6405	Presentation	Dr. Abu Taher	
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Presentation	Dr. Rabiul Basar	
	1015-1145	MBA 15 HR	CR-603	HRM 6409	Presentation	Dr. Gopal Chandra Shah	
Wed 16 Nov	1015-1145	MBA 15 HR	CR-603	HRM 6409	Presentation	Dr. Gopal Chandra Shah	
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Presentation	Dr. Summya	
Thu ¹¹ 17 Nov					-----		
Fri 18 Nov					-----		
Sat 19 Nov					-----		
Sun 20 Nov	0830-1000	MBA 15 HR	Audi North	HRM 6412	Presentation	Dr. Rabiul Basar	
	1015-1145	MBA 15	Audi North	HRM 6409	Presentation	Dr. Gopal Chandra Shah	

¹¹ Indoor Game

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Mon 21 Nov	0830-1000	MBA 15 HR	North Porch	HRM 6405	Presentation	Dr. Abu Taher	
	1400-1530	MBA 15 HR	CR-404	HRM 6402	Presentation	Dr. Siraj Uddin	
Tue 22 Nov	0830-1000	MBA 15 HR	North Porch	HRM 6405	Presentation	Dr. Abu Taher	
	1200-1330	MBA 15 HR	CR-404	HRM 6412	Presentation	Dr. Rabiul Basar	
	1015-1145	MBA 15 HR	CR-603	HRM 6409	Presentation	Dr. Gopal Chandra Shah	
Wed 23 Nov	1015-1145	MBA 15 HR	CR-603	HRM 6409	Presentation	Dr. Gopal Chandra Shah	
	1200-1330	MBA 15 HR	CR-603	HRM 6407	Presentation	Dr. Summya	
Thu 24 Nov	1015-1145	MBA 15 HR	North Porch	HRM 6407	Presentation	Dr. Summya	
	1400-1530	MBA 15 HR	North Porch	HRM 6402	Presentation	Dr. Siraj Uddin	
Fri 25 Nov					-----		
Sat 26 Nov					-----		
Sun 27 Nov	0900-1200	MBA 15 HR		MGT 6405	Semester Final Exam (Strategic Management)		
Tue 29 Nov	0900-1200	MBA 15 HR		HRM 6402	Semester Final Exam (Strategic HRM)		
Thu 01 Dec	0900-1200			HRM 6407	Semester Final Exam (Training and Development)		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Sat 03 Dec	0900- 1200	MBA 15 HR		HRM 6409	Semester Final Exam (HR Information System)		
Mon 05 Dec	0900- 1200	MBA 15 HR		HRM 6412	Semester Final Exam (Compensation management)		
Fri 09 Dec							
Sat 10 Dec							
Sun 11 Dec					Semester Leave (11 December to 29 December 2016)		
Fri 30 Dec							
Sat 31 Dec							

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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**Course Outline
Compensation Theory and Practice
Course Code- HRM-**

Instructor:

Dr. Mohammad Rabiul Basher Rubel
Associate Professor,
Business Administration,
Stamford University Bangladesh.
Email: asstprof_sub@yahoo.com

Text:

1. Reward Management- Michael Rose. Kogan Page Limited.
2. Rewarding Performance Guiding Principles; Custom Strategies. Robert J. Greene. Routledge, Taylor and Francis Group.
3. Compensation Management- Dipak Kumar Vhattacharyya. Oxford University Press.

Course Description:

This course is an introduction to compensation theory and practices. The goal of the course is to give students an opportunity to comprehend the variety of theories and practices used to design compensation for the employees. Although mainly a theory course, we will utilize cases to illustrate real-world compensation policies and the application of compensation principles and practices to arrive at a real understanding on compensation practices and supporting theories.

Class	Topics	Discussion Issues
1	Chapter 1 Human Resource Management Strategy	Case Study Vision/Mission, Culture, Strategy, Structure, Human Resource Management Strategy.
2	Chapter 1 Human Resource Management Strategy	Aligning HR Strategies across the Organization, Performance and Rewards Management. Case Study
3	Chapter 2 The Reward System Compensation and Non-compensation Dimensions	The reward system, Compensation system, Compensation dimensions Case Study.
4	Chapter 2 The Reward System: Compensation and Non-compensation Dimensions	Non-compensation system, the compensation program, Determining rates of pay. Case Study
5	Chapter 3 Theories in Compensation	Pay an Effective Motivator, consequences of pay decisions: theories, reinforcement theory
6	Chapter 3 Theories in Compensation	expectancy theories, equity theory, Agency Theory, Social Exchange Theory
7	Chapter 3 Theories in Compensation	Relationship between motivation and reward, Intrinsic and extrinsic motivation, The impact on intrinsic motivation by an extrinsic, Approach, Reward or other factors in motivation.
8	Chapter 4 Economic theories in Compensation Management	Economic theories, economic theories in employee compensation, trade-offs and employee compensation, valuation of employee compensation.
9	Chapter 4	Price of employee stock options, labor market and employee benefits, productivity linked employee benefits, Case

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
					Economic theories in Compensation Management		Study
10				Chapter 5 Job Design	Job design, strategies and techniques of job design, components of job design, job analysis.		
11				Chapter 5 Job Design	Job description, job evaluation, job assessment, Alternative methods of job assessment.		
12				Chapter 6 Why reward is important and how it can make an impact	Symbolic messages in reward, Long-service awards, The rhetoric reality gap, Supporting values and culture,		
13				Chapter 6 Why reward is important and how it can make an impact	Alignment with organization strategy, Alignment with HR strategy, Role in change management		
14				Chapter 6 Why reward is important and how it can make an impact	Measuring the impact, Employee surveys, Exit interviews, Staff turnover		
15				Chapter 7 How reward fits together	Influences on reward strategy, External influences, Internal influences, Case Study		
16				Chapter 7 How reward fits together	Trade-offs between different parts of Reward, Total cost, Trade-offs, The role of the reward professional.		
17				Chapter 8 How to get started with a reward strategy	An approach to developing a reward Strategy, Developing a reward framework, reward strategy statements.		
18				Chapter 8 How to get started with a reward strategy	Making changes over time, Strategic pragmatism, Unintended consequences, Case Study.		
19				Chapter 9 Communication in Reward Management	Communications and reward, Confidentiality, Communicating total reward, Reward statements,		
20				Chapter 9 Communication in Reward Management	Flexible benefits (flex), Building communications into reward Design, Pay review process, Individual pay reviews,		
21				Chapter 9 Communication in Reward Management	Recruitment and selection, A communications model, Communications channels, Communicating bad news.		
22				Chapter 10 Managing pay data and pay reviews	Pay data, Types of data, Purposes of pay data, Sources of pay data.		
23				Chapter 10 Managing pay data and pay reviews	Salary surveys, Validity of salary surveys, Using survey data, Pay reviews		
24				Chapter 10 Managing pay data and pay reviews	Pay review budget, Cost of salary increases, Pay policy, Individual pay changes		
25				Chapter 10 Managing pay data and pay reviews	Pay matrix, Online pay review systems, Pay review and pay progression, The message		
26				Chapter 11 Performance Management: Mapping Out the Process	Performance management, framework for defining key elements of performance success, Framework for Defining Key Elements of Performance Success.		
27				Chapter 11 Performance Management:	Performance Management As An Ongoing Process, mechanics of a business-driven objective setting process, Multisource Performance Feedback as an Assessment Tool,		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
					Mapping Out the Process		
28					Chapter 11 Performance Management: Mapping Out the Process		Maximizing Performance Through Feedback and Coaching, Performance Evaluation and Development, The Appraisal Interview, development planning.
29					Chapter 12 Competency-Based Reward Design Approaches		Practices in Competency Linkages, Characteristics of Traditional Linkage Approaches, Characteristics of New Linkage Approaches, design purpose for competency-based rewards,
30					Chapter 12 Competency-Based Reward Design Approaches		Three Alternative Models for Linking Base Pay to Competencies, Overview of the Base Pay Design Alternatives, Models for Base Pay Linkage, Linkage of Competencies to Base Pay Administration.
31					Chapter 13 International Compensation Management		International compensation, cultural issues, concepts of variation, components of international compensation.
32					Chapter 13 International Compensation Management		Issues related to repatriation, international compensation design, approaches to international compensation, case study.
33							Presentation
34							Presentation
35							Presentation
36							Presentation

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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BANGLADESH UNIVERSITY OF PROFESSIONALS

Faculty of Business Studies

Course outline

Course Title: Human resource Information Systems	Course Teacher: Gopal Chandra Saha, M. Phil & Ph d
Course Code:	Designation: Faculty Member
Batch & Section:	Institution: The People's University of Bangladesh, Dhaka
Semester & Year:	Email: gopalsaha_ru@yahoo.com
Schedule: Sunday and Thursday	Cell No. : 01712-627091

Course Objective:

This course provides the student with an understanding of Human Resource Information Systems (HRIS) and how it facilitates the effective management of an organization's human resources. Through a series of hands on lab work, lectures and exercises, students will explore the various components of HRIS and examine how information can be used to enhance the HR functions and the steps required to implement HRIS.

Distribution of Marks:

Grading:

Text Book:

- 1. Human Resource Information System: Basics, applications, and Future directions** – Michael J. kavanagh & mohan Thite, SAGE Publications India pvt. Ltd.
- 2. Management Information Systems: Managing the Digital Firms** - Loudon and Loudon, Pearson Prentice Hall Publication.
- 3. Human Resource Management**-Wndell L French, Houghton Mifflin Company.

Reference Books:

- 1. Human Resource Management System: Strategies, Tactics, and Techniques** - Ceriello, V.R. & Freeman, M.C. New York: Lexington Books.

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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2. Management Information Systems for- Haag, S., Cummings, M. & Dawkins, J.P.

LECTURE PLAN

Week	Class No	Chapter	Topic	Discussion Point
1	1	Chap: 1 Evolution of human resource Management	Historical evolution of human resource Management	<ul style="list-style-type: none"> • Concept of Human • Concept of human resource Management • HR activities • Interface between HRM and HRIS
	2	Chap: 1 Human resource information systems: The role of information technology	A premier on HRIS	<ul style="list-style-type: none"> • Concept of human resource information systems • Importance of HRIS • Different types of HRIS • Model of Organizational Functions
2	3	Chap 2: Concept of database	Database management systems	<ul style="list-style-type: none"> • Data, information and knowledge • Types of data • Data sharing between different functions • Data sharing between different levels
	4	Chap 2: Applications in HRIS	Introduction to MS access	<ul style="list-style-type: none"> • Designing an MS access database • HR database application using MS access • Other HR databases • Data warehouse, Business intelligence and Data mining
3	5	Chap 3: Systems considerations in the design of an HRIS: Planning for implementation	HRIS customers/users: Data importance	<ul style="list-style-type: none"> • Employees • Nonemployees • Important data • HRIS customers/users
	6	Chap: 3 Systems considerations in the design of an HRIS: Planning for implementation	HRIS architecture	<ul style="list-style-type: none"> • The HRIS 'Dinosaur' • Two-tier architecture • Three-tier architecture • N- tier architecture with enterprise resource planning
4	7	Chap: 3 Systems considerations in the design of an HRIS: Planning for implementation	Best of Breed	<ul style="list-style-type: none"> • Recruitment • Time collection • Payroll • Benefits
	8	Chap: 3 Systems	System Implementation Process	<ul style="list-style-type: none"> • Project manager

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
					considerations in the design of an HRIS: Planning for implementation		<ul style="list-style-type: none"> • Implementation team • Processing mapping • Customization
5		9		Chap: 4 HRIS Needs Analysis	HRIS Needs –Planning and Analysis SDLC		<ul style="list-style-type: none"> • HRIS needs • Planning and analysis • Gap Analysis • System Development Life Cycle
		10		Chap 5: System Design and Acquisition	Design consideration during the System Development Life Cycle		<ul style="list-style-type: none"> • Logical design • Two ways to view an HRIS • Creating and using the DFD • Vendor selection
6		11		Chap: 6 Cost Justifying HRIS Investments	HRIS cost benefit analysis		<ul style="list-style-type: none"> • Keys to successful HRIS cost benefit analysis • Different approaches to Estimating Benefit Magnitude • Estimating Indirect Benefit Magnitude • Estimating the timing of benefits and costs
		12		Chap : 7 Project Management Development and HRIS Acceptance	Project Management		<ul style="list-style-type: none"> • The IT perspective • PM literature • PM approaches and tools • General IT factors affecting PM success
7		13		Chap 7 : Project Management Development and HRIS Acceptance	The HRM perspective		<ul style="list-style-type: none"> • Configuring the PM team • Identification of Available resources and Constraints • Selection of implementation team • Training and documentation team
		14		Chap :8 Change Management	Implementation , Integration, and Management of the HRIS		<ul style="list-style-type: none"> • Concept of Change Management • Action research model • Kotter's process of leading change • Reasons for IT system failur
8		15		Review	Review of Database management systems, System Implementation Process, HRIS cost benefit analysis and Project Management.		<ul style="list-style-type: none"> • Database management systems • System Implementation Process • HRIS cost benefit analysis • Project Management
		16			Mid Term Exam		
9		17		Chap:9 HR Administration and HRIS	HRM Administration and Organising Approaches		<ul style="list-style-type: none"> • Theory and HR Administration • SOA Business- modelling process • Architectural benefits of SOA • Self Service Portals and HRIS
		18		Chap:9 HR Administration and HRIS	Outsourcing and HRIS		<ul style="list-style-type: none"> • Reasons to pursue HR outsourcing • Advantages of HR outsourcing • Disadvantages of HR outsourcing

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
							• Types of HR Offshoring
10		19		Chap: 10 Job Analysing and HR planning	Talent Management , A framework for strategic HR planning		<ul style="list-style-type: none"> • High performers and high potentials • Talent diversity • Job analysis approaches and techniques • Analysis and Investigation
		20		Chap: 11 Requirement and Selection in an Internet context	Requirement and Technology		<ul style="list-style-type: none"> • The impact of online • Gordon's model requirement on requirement objectives. • Quantity, quality and diversity of applicants • Test and assesment
11		21		Chap: 11 Requirement and Selection in an Internet context	Selection and Technology		<ul style="list-style-type: none"> • Selection test and assessments • Assessment important for HRIS • Technology issues in selection • Applying HRIS to selection and assesment
		22		Chap: 12 Training and Development: Issues and HRIS Applications	Training and Development		<ul style="list-style-type: none"> • Concept of Training and Development • HRIS application in training • System model of Training and Development • Training methods
12		23		Chap:13 performance Management	Introduction to performance, rewards, payroll.		<ul style="list-style-type: none"> • Concept of performance Management • Compensation • Benefits • Payroll
		24		Chap: 14 International HRM	HR programs in Global Organizations		<ul style="list-style-type: none"> • Concept of HRM • Types of international business operations • Topics for predeparture training • Differences in HRM and MNEs
13		25		Chap: 15 Information Security and Privacy in HRIS	Threats to Information Security, Components of Information Security		<ul style="list-style-type: none"> • Concept Information Security • Threats to Information Security • Components of Information Security • Legal requirements for information security
		26		Chap: 15 Information Security and Privacy in HRIS	Information Security Management for HRIS		<ul style="list-style-type: none"> • Concept of Information privacy • Consider to secure information security • Information Security management for HRIS • Information Security Program for HRIS
14		27		Chap: 16 The future of HRIS	Emerging Trends in HRM and IT		<ul style="list-style-type: none"> • Future trends in HRM • Future trends in the fields of IT/IS and HRIS • Enterprise portals • Future trends in workplace technology

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
		28			Presentation		
15		29			Presentation		
		30			Presentation		
16		31			Presentation		
		32			Review of total syllabus		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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Program:MBA

Course Teacher: Prof. Dr. Siraj Uddin Ahmed

Department of Business Administration

STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic HRM is a set of distinct but interrelated practices, policies, and philosophies whose goal is to enable the achievement of the organizational strategy. Ideally, these practices, policies, and philosophies form a system that attracts, develops, motivates, and trains employees who ensure the effective functioning and survival of the organization and its members (*Jackson and Schuler, 1995*). In definition we have got three HRM vocabularies which means-

- HR practice, such as recruitment, selection, and appraisal
- HR policies that direct and partially constrain the development of specific practice
- HR philosophies, which specify the values that inform an organization's policies and practices.

However, in the sense of Strategic HRM those three HRM vocabularies would be distinct but interrelated.

Course Objectives:

Human resource competency stock of a company is one of the most valued non-trade-able assets which could be used for creating a competitive advantage that is sustainable. However, unlike other resources, human resource acquisition, deployment and development are a long drawn and time consuming process and require advance planning and concerted action by many managers including the line managers. Sustainable competitive advantage based on human resources would require a pro-active and joint approach by both the line and the staff functions not only to design human resource policies but also to implement them. The objective of the course is to discuss and understand a few of the above issues.

Lecture Schedule/Lecture Plan

Week	Lecture No	Lecture Topic/Assessment Schedule
01	01	Human Resource Manager's Strategic Role <ul style="list-style-type: none"> • Definition of Strategic Human Resource Management • HR's Strategic Role • HR's Strategy Execution Role • HR's Strategy Formulation Role

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
			02		<ul style="list-style-type: none"> • Creating a strategy – oriented HR system • The basic architecture of HR 		
02			03		The High Performance Work System <ul style="list-style-type: none"> • The high performance work system • Sample HR practices in high performance companies • Translating Strategy into HR Policy and Practice • The HR Scorecard Approach 		
			04				
03			05		Strategic Human Resource Management Planning <ul style="list-style-type: none"> • Strategic HRM planning • The Human capital • The HR planning • The Importance of Strategic HR Planning • The Risks of Strategic HRM Planning 		
			06				
04			07		Environmental Influences on Human Resource Management <ul style="list-style-type: none"> • The steps in the strategic model • Environmental Influences on HRM • Sources of Environmental Information and Techniques for Scanning • Challenges in environmental scanning 		
			08				

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
05		09			Job Analysis <ul style="list-style-type: none"> Types of Information Collected Define Job Analysis Use of Job Analysis Information Process Chart for Analyzing a Job's Workflow 		
		10					
06		11			Process of Job Analysis <ul style="list-style-type: none"> Problems associated with Job analysis The process of job analysis Specific Job analysis techniques Methods of Collecting Job Analysis Information: The Interview Job Analysis: Interviewing Guidelines Methods of Collecting Job Analysis Information: Questionnaires Methods of Collecting Job Analysis Information: Observation Quantitative Job Analysis Techniques 		
		12					
07		13			Human Resource Management System <ul style="list-style-type: none"> Define HR Management System Usages of HR Management System Payroll; Work Time Appraisal performance; Benefits Administration HR management Information system Recruiting Performance Record; Employee Self-Service 		
		14					
08					Stages of Human Resource Management System Development <ul style="list-style-type: none"> The Stages of HRMS Development 		

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
			16		<ul style="list-style-type: none"> • Selection and Design Criteria for HRMS • Future of HRMS 		
09			17		The Human Resource Forecasting Process <ul style="list-style-type: none"> • Forecasting Activity Categories • Forecasting HR Supply and Demand • Forecasting Methods • Forecasting the Demand for Human Resources • Forecasting Internal HR Supply • Estimating Internal Labor Supply for a Given Unit • Managing Human Resource Surplus or Shortage • Dealing with Downsizing • Assessing HR Effectiveness 		
			18				
10			19		Key Personnel Analyses Conducted by HR Forecaster <ul style="list-style-type: none"> • Benefits of HR Forecasting • Key Personnel Analyses Conducted by HR Forecaster • The Goal of HR Forecasting • Determining net HR requirements 		
			20				
11			21		Measuring Human Resource Demand <ul style="list-style-type: none"> • Regression Analysis • Simple Regression Prediction Model • Information of Regression Exercise 		
			22				
12			23		Human Resource Strategy <ul style="list-style-type: none"> • Four Human Resource Strategies • Loyal Soldier HR Strategy • Bargain Laborer • Committed Expert • Free Agent • Alignment of Hr and Competitive Business Strategies 		
			24				

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
13		25			Ascertaining Human Resource Supply <ul style="list-style-type: none"> • Skills and Management Inventories • Succession/Replacement Analysis 		
		26			<ul style="list-style-type: none"> • Succession /Placement Chart 		
14		27			Succession Management <ul style="list-style-type: none"> • Definition and Importance of Succession Management: • Reasons for Succession Management • Evolution of Succession Management 		
		28			<ul style="list-style-type: none"> • Succession Management Process • Employee Role in Succession Management 		
15		29			Human Resource Strategy <ul style="list-style-type: none"> • Four Human Resource Strategies • Loyal Soldier HR Strategy • Bargain Laborer • Committed Expert • Free Agent • Alignment of Hr and Competitive Business Strategies 		
		30			HR as a Strategic Partner <ul style="list-style-type: none"> • Four Human Resource Strategies • Loyal Soldier HR Strategy • Bargain Laborer • Committed Expert • Free Agent • Alignment of Hr and Competitive Business Strategies 		
Assignment Submission and Presentation;							
Review Class for the preparation of Final Examination							
Semester Final Examination							

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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Bangladesh University of Professionals (BUP)

Faculty of Business Studies

Strategic Management

Summer Semester 2016

Course Instructor :	Professor Md. Abu Taher, Ph. D; Post Doc. (Texas A & M University, USA) <i>Senior Fulbright Scholar</i>
	Treasurer, Bangladesh Open University
Email	taher500_cumqt@yahoo.com
Day	Monday and Tuesday (As per schedule time)
Consultation time	Before or after lecture

Learning Objective :

The course “Strategic Management is designed to let the learners know why some organizations succeed and why other fails, why success may turn into failure and how a failing organization can regain success. The study of this course gives the learners an opportunity to gain an understanding of the analytical techniques and skills that are necessary to identify and exploit strategies successfully and how the decisions made by the managers affect the expected goals. How an organization’s strategies are connected with their mission and goals; how these strategies are devised as functional, business, global, and corporate levels; and how these strategies are implemented within the organizational structure and control systems-are also the aspects a learner is expected to know from this course.

Lecture Plan

[N.B. : Students/learners are expected to have a thorough knowledge of following areas so that they are able to answer all questions and also case study in the texts and examinations]

Topics to be discussed

Lecture	Contents	Discussion Points
1 & 2	Meaning of strategy and strategic management (sm) Why is it important for organizational management? Elements of strategy,	<ul style="list-style-type: none"> • Strategy & SM • Elements of strategy • SM process • Strategic decision making

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
					Strategic management process Strategic decision making		
3 & 4					Hierarchy of strategic intent. Developing Vision, Mission, Goals and Objectives, Forms of strategy, Formulating strategy Matching strategy to a situation		<ul style="list-style-type: none"> • Hierarchy • Vision, • Mission • Goals • Objectives, • Matching strategy
5					General approach to case presentation Characteristics of strategic management case – Detailed directions for addressing cases		<ul style="list-style-type: none"> • Case study and presentation • Features of SM cases • Addressing case
6-8					Overview of internal analysis, Competitive advantage, Value creation, Low cost and differentiation, Core competencies, The value chain model-Sustaining competitive advantage, Methods of Assessing Internal strengths and weaknesses Case study.		<ul style="list-style-type: none"> • Internal Analysis • Competitive advantage • Value chain • Sustainability • Internal • Strengths & weaknesses
9-12					Overview of external analysis, Industry structure and competitive analysis, Porter's five forces model – Macro environment analysis (PESTELD), Process for analyzing the external environment, How the external environment shapes strategy? The industry lifecycle mode- Case study.		<ul style="list-style-type: none"> • External analysis • Five forces model • PESTELD • Industry life cycle model
13-16					Meaning of functional level strategy Production and efficiency – Marketing and efficiency – R.D. strategy and efficiency – HR strategy and efficiency and Infrastructure and efficiency – Achieving superior quality – TOM and CPR Guidelines for managing TOM and CPR Achieving superior innovation Achieving superior customer responsiveness Best practices in three primary core processes.		<ul style="list-style-type: none"> • Strategic role of areas • TQM • CPP • Achieving superior Efficiency, Quality, Innovation and customer responsiveness

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
					Case study		
17-20					What is Business level strategy, Choosing a generic – business level strategy : cost leadership, product differentiation and focus strategies- Types of competitive advantage, Competitive advantage across the market life cycle; Strategic group analysis, Ingredients of successful turnaround process		<ul style="list-style-type: none"> • Business level strategy • Cost leadership • Product differentiation • Focus strategies • Market life cycle • Successful turnaround process.
21-23					Strategies in Fragmented industries Strategies in growth/emerging industries Strategy in mature industries Strategies to manage rivalry in mature industries Four nonprice competitive strategies Strategies in declining industries A harvest strategy		<ul style="list-style-type: none"> • Fragmented industries • Mature industries • Declining industries • Non-price competitive strategy's • Harvest strategy.
24-26					Nature of corporate level strategy - Integration strategies – Corporate diversification strategies, Means of diversification Evaluating the benefits of diversification Corporate strategic alliances BCG matrix Case study		<ul style="list-style-type: none"> • Integration • Diversification • Corporate strategic alliances • BCG matrix
27-29					Profiting from global expansion Pressures for cost reduction and local responsiveness Four basic strategies : merits and demerits – Advantages and disadvantages of different entry modes – Global strategic alliances – Managing the alliance.		<ul style="list-style-type: none"> • Global expansion • Strategic choice • choice of entry mode • Global strategic alliances
30-32					Meaning of strategy through implementation, Implementing strategy organization		<ul style="list-style-type: none"> • Commitment • Culture

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
					structure, budget and support system, Implementing strategy through organization commitment, culture and leadership Strategic control Case study		<ul style="list-style-type: none"> • Leadership • Support system & budget • Strategic control.

Basic Text : **Charles W.L. Hill and Gareth R. Jones, Strategic Management : An Integrated Approach (USA: Houghton)**

Reference Books :

1. **Ahther A. Thompson & A. J. Strickland, Strategic Management : Concepts and Cases (Richard D.Irwin) (current edition)**
2. **Thomas L. Wheelen and J.D. Hunger, Strategic Management & Policy, Pearson International .**

Criteria for Assessment and Grading Policy **(As per BUP guidelines).**

-Good Luck-

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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BANGLADESH UNIVERSITY OF PROFESSIONALS
Faculty of Business Studies
COURSE OUTLINE

COURSE TITLE: Training & Development COURSE CODE: ----- BATCH & SECTION: ----- SEMESTER & YEAR:----- DURATION: -----	COURSE TEACHER: Dr. Sumayya Begum Email: fsumayya@yahoo.com Cell No: 01769021739
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COURSE DESCRIPTION:

The course is about training, development and human performance improvement in organizations. This course will explore the theories and applications of training need analysis, learning and designing courses appropriate for different levels of employees respecting to their specific needs and interests. The structure and purpose of the internal training and development programs are necessary to conduct effectively inside organizations. The dynamic and largely uncontrollable nature of global, political, social, economic, technological, and organizational forces requires the on-going strategic development of the skills of human resources for an organization's survival. The field of training and development is changing. Therefore, focused, outcomes-driven training and development is critically related to the traditional major goals of HRM: to acquire, develop and maintain an organization's human capital. It is also a direct strategic driver of organizational success.

LEARNING OBJECTIVES:

The goal of this course is to develop an understanding of the skills, abilities, and practical elements of employee training and development to improve performance in organizations. By the end of the course, with in class activities, participation, group study, project and research you should be able to:

1. Determine and discuss how and under what circumstances training can help organizations gain a strategic advantage.
2. Conduct a needs assessment to determine whether and what kind of training is necessary.
4. Determine and discuss the strengths and weaknesses of presentation, hands-on, and group training methods.
5. Select appropriate training methods based on training objectives, trainee characteristics, and organizational constraints.
6. Design a training environment to maximize learning.
7. Choose appropriate training outcomes and evaluation design to assess training program effectiveness.
8. Understand how assessment, relationships, courses, and job experiences can be used for development.
9. Propose activities that companies should engage in to effectively manage a diverse workforce.
10. Understand how to prepare employees for international job assignments.
11. Understand the employee socialization process.
12. Understand the issues that employees experience in their career development and what companies can do to help them deal with these issues.

DISTRIBUTION OF WEIGHTAGE:

Remarks	Distribution
Final Exam	35%
One Mid-term	15%

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
Six Class Tests							12%
Term Paper (Individual) including Presentation							10%
Assignments and Case Studies (Individual/Group) including Presentation							10%
Regular Class Participation and Presentation							5%
Class attendance							10%
Attitude/Conduct/Manner							3%
Total:							100%

GRADING:

Numerical Grade	Letter Grade		Grade Point
80% and above	A+	(A Plus)	4.00
75% to < 80%	A	(A Regular)	3.75
70% to < 75%	A-	(A Minus)	3.50
65% to < 70%	B+	(B Plus)	3.25
60% to < 65%	B	(B Regular)	3.00
55% to < 60%	B-	(B Minus)	2.75
50% to < 55%	C+	(C Plus)	2.50
45% to < 50%	C	(C Regular)	2.25
40% to < 45%	D	-	2.00
< 40%	F	-	0.00
-----	I	-	Incomplete
-----	W	-	Withdrawal/Withdrawn

REFERENCES:

TEXT BOOK(S) : Employee Training and Development, Raymond A. Noe, Fifth Edition, The Ohio State University, McGraw Hill
REFERENCE BOOK(S) : 1. Rothwell, W. J. & Kazanas, H. C. Mastering the instructional design process (3rd edition): a systematic approach. Jossey-Bass: Pfeiffer 2. Stolovitch, H. D. & Keeps, E. J. Telling ain't training. ASTD Press, Alexandria. 3. Stolovitch, H. D. & Keeps, E. J. Training ain't performance. ASTD Press, Alexandria, VA.
OTHERS:

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
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LECTURE PLAN

Week	Class No	Chapter	Topic	Discussion Point
	1	Ch -1	Introduction to Employee Training and Development	<ul style="list-style-type: none"> • Forces Affecting the Workplace Make Training • Key Ingredient for Company Success • Introduction • What Is Training? • Designing Effective Training • The Forces Influencing Working and Learning
	2	Ch -1	Introduction to Employee Training and Development	<ul style="list-style-type: none"> • Economic Cycles • Globalization • Increased Value Placed on Intangible Assets and Human Capital • Focus on Link to Business Strategy • Changing Demographics and Diversity of the Work Force • Talent Management • Customer Service and Quality Emphasis • New Technology
	3	Ch -1	Introduction to Employee Training and Development	<ul style="list-style-type: none"> • High-Performance Models of Work Systems • Snapshot of Training Practices • Training Facts and Figures • Training Investment Leaders • Roles, Competencies, and Positions of Training Professionals • Who Provides Training? • Who Is in Charge of Training? • Preparing to Work in Training
	4	Ch -2	Strategic Training	<ul style="list-style-type: none"> • Strategic Training • Spice Up Business Results • The Evolution of Training's Role • Movement from Training as an Event to Learning • The Strategic Training and Development Process • Identify the Company's Business Strategy • Identify Strategic Training and Development
	5	Ch -2	Strategic Training	<ul style="list-style-type: none"> • Initiatives That Support the Strategy • Provide Training and Development Activities Linked to Strategic Training and Development Initiatives

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
							<ul style="list-style-type: none"> Identify and Collect Metrics to Show Training Success Organizational Characteristics That Influence Training Roles of Employees and Managers Top Management Support
		6		Ch -2	Strategic Training		<ul style="list-style-type: none"> Integration of Business Units Global Presence Business Conditions Other Human Resource Management Practices Extent of Unionization Staff Involvement in Training and Development Training Needs in Different Strategies Models of Organizing the Training Department
		7		Ch -3	Strategic Training		<ul style="list-style-type: none"> Faculty Model Customer Model Matrix Model Corporate University Model (Corporate Training Universities) Business-Embedded Model Marketing the Training Function Outsourcing Training
		8		Ch -3	Needs Assessment		<ul style="list-style-type: none"> Introduction Why Is Needs Assessment Necessary? Who Should Participate in Needs Assessment? Methods Used in Needs Assessment
		9		Ch -3	Needs Assessment		<ul style="list-style-type: none"> The Needs Assessment Process Organizational Analysis Person Analysis Task Analysis Competency Models Scope of Needs Assessment Needs Assessment in Practice
		10		Ch -4	Learning: Theories and Program		<ul style="list-style-type: none"> A Positive Learning Environment Energizes Training What Is Learning? What Is Learned? Learning Theories Reinforcement Theory
		11		Ch -4	Learning: Theories and Program		<ul style="list-style-type: none"> Social Learning Theory Goal Theories Need Theories

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
							<ul style="list-style-type: none"> • Expectancy Theory • Adult Learning Theory <ul style="list-style-type: none"> • Information Processing Theory
		12		Ch -4	Learning: Theories and Program		<ul style="list-style-type: none"> • The Learning Process • Mental and Physical Processes • The Learning Cycle • Age Influences on Learning • Implications of the Learning Process for Instruction • Instructional Emphasis for Learning Outcomes
		13		Ch -4	Learning: Theories and Program		<ul style="list-style-type: none"> • Considerations in Designing Effective Training Programs • Selecting and Preparing the Training Site • Choosing Trainers • How Trainers Can Make the Training Site and Instruction Conducive to Learning Program Design
		14		Ch -5	Transfer of Training		<ul style="list-style-type: none"> • Transfer of Training and Knowledge Sharing Are Important for Nonprofits • Training Design • Applications of Transfer of Training Theory • Encourage Trainee Responsibility and Self-Management
		15		Ch -5	Transfer of Training		<ul style="list-style-type: none"> • Work Environment Characteristics That Influence Transfer • Climate for Transfer • Manager Support • Peer Support • Opportunity to Use Learned Capabilities Technological Support
		16		Ch -5	Transfer of Training		<ul style="list-style-type: none"> • Determining Benefits • Example of a Cost-Benefit Analysis • Other Methods for Cost-Benefit Analysis • Practical Considerations in Determining Return on Investment
		17		Ch -6	Training Evaluation		<ul style="list-style-type: none"> • Training and Leadership Development: A Healthy Investment at Sisters of Charity Providence Hospital • Reasons for Evaluating Training • Overview of the Evaluation Process • Outcomes Used in the Evaluation of Training Programs • Reaction Outcomes • Learning or Cognitive Outcomes
		18		Ch -6	Training Evaluation		<ul style="list-style-type: none"> • Behavior and Skill-Based Outcomes • Affective Outcomes • Results • Return on Investment • Determining Whether Outcomes Are Appropriate • Relevance

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
							<ul style="list-style-type: none"> • Reliability • Discrimination • Practicality • Evaluation Practices • Which Training Outcomes Should Be Collected?
		19		Ch -6	Training Evaluation		<ul style="list-style-type: none"> • Evaluation Designs • Threats to Validity: Alternative Explanations for Evaluation Results • Types of Evaluation Designs • Considerations in Choosing an Evaluation Design • Determining Return on Investment • Determining Costs
		20		Ch -7	Traditional Training Methods		<ul style="list-style-type: none"> • Introduction • Presentation Methods • Lecture • Audiovisual Techniques • Hands-on Methods
		21		Ch -7	Traditional Training Methods		<ul style="list-style-type: none"> • On-the-Job Training (OJT) • Simulations • Case Studies • Business Games • Role Plays • Behavior Modeling • Group Building Methods • Adventure Learning • Team Training • Action Learning • Choosing a Training Method
		22		Ch -8	E-Learning and Use of Technology in Training		<ul style="list-style-type: none"> • Introduction • Technology's Influence on Training and Learning • Technology and Collaboration • Technology and Learning Environment • Technology and Multimedia • Computer-Based Training • CD-ROM, DVD, Laser Disk • Interactive Video • Online Learning: The Internet, Web-Based Training, E-Learning, and Learning Portals • Developing Effective Online Learning
		23		Ch -9	Employee Development		<ul style="list-style-type: none"> • Introduction • Approaches to Employee Development • Formal Education

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
							<ul style="list-style-type: none"> • Assessment • Job Experiences • Interpersonal Relationships • The Development Planning Process • Company Strategies for Providing Development
		24		Ch -10	Special Issues in Training and Employee Development		<ul style="list-style-type: none"> • Introduction • Training Issues Resulting from the External Environment • Legal Issues
		25		Ch -10	Special Issues in Training and Employee Development		<ul style="list-style-type: none"> • Cross-Cultural Preparation • Managing Work Force Diversity • School-to- Work Transition • Training's Role in Welfare-to-Work and Other Public-Private Sector Programs • Training Issues Related to Internal Needs of the Company
		26		Ch -10	Special Issues in Training and Employee Development		<ul style="list-style-type: none"> • Basic Skills Training • Life Long Learning • Melting the Glass Ceiling • Joint Union-Management Programs • Succession Planning • Developing Managers with Dysfunctional Behaviors • Training and Pay Systems
		27		Ch -11	Careers and Career Management		<ul style="list-style-type: none"> • Managing Careers Helps Accenture Reach Out to Its Virtual Work Force • Why Is Career Management Important?
		28		Ch -11	Careers and Career Management		<ul style="list-style-type: none"> • Career Management s Influence on Career Motivation • What Is a Career? • The Protean Career • Traditional Career versus Protean Career
		29		Ch -11	Careers and Career Management		<ul style="list-style-type: none"> • Career Needs and Interests of Different Generations • A Model of Career Development • Career Stages • Career Management Systems
		30		Ch -13	The Future of Training and Development		<ul style="list-style-type: none"> • Training for Sustainability • Increased Use of New Technologies for Training Delivery • Increased Demand for Training for Virtual Work Arrangements
		31		Ch -13	The Future of Training and Development		<ul style="list-style-type: none"> • Increased Emphasis on Speed in Design, Focus in Content, and Use of Multiple Delivery Methods • Increased Emphasis on Capturing and Sharing • Intellectual Capital

Date Day	Time	Sec	Loc	Course Code	Topic	Faculty	Rmks/Points of Discussion
							<ul style="list-style-type: none"> Increased Use of True Performance Support
		32		Ch -13	The Future of Training and Development		<ul style="list-style-type: none"> Increased Emphasis on Performance Analysis and Learning for Business Enhancement Increased Use of Training Partnerships and Outsourcing Training
		33			Presentation		
		34			Presentation		
		35			Presentation		
		36			Presentation		

Special Instructions If Any:

Conclusion:

Signature of the Course Teacher

Signature of the Concerned Department Head

Signature of the Dean