**MAKERERE UNIVERSITY BUSINESS SCHOOL**

**FACULTY OF GRADUATE STUDIES AND RESEARCH**

**DEPARTMENT OF MARKETING AND MANAGEMENT**

**JINJA CAMPUS**

**COURSE OUTLINE FOR MASTER OF BUSINESS ADMINISTRATION ONE**

**ACADEMIC YEAR 2022/2023**

**COURSE NAME : HUMAN RESOURCE MANAGEMENT**

**COURSE CODE : MBA 7102**

**YEAR OF STUDY : ONE**

**SEMESTER : I**

**FACILITATORS (Main Campus)**

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**COURSE BRIEF**

Managers at different levels and contexts of organisation now recognize the criticality of having an effective system for obtaining, mobilizing, and managing the human resources as a source of competitive advantage and long-term sustainability. Indeed, as opposed to over inclination on having the most ingenious product design, service offerings, best marketing strategy, or the most state-of-the-art production technology, the centrality of appropriate Human Resource Management continues to be a central facet of management. In addition, contemporary developments and changes in labor force demographics, boundary-less competition, new forms of organization, and public policy attention to work force issues have overtime even built more justification for human resource management in organizations.

While a number of organizations, including temporary organisations, are increasing becoming familiar with the importance of managing the workforce effectively and even can often "make out" what effective approaches are, it is notable how regularly they fail to undertake effective human resource management analysis and to implement appropriate practices. This course intends to develop students understanding and develop a skill set on framework elements of Human Resource Management as informed by theory and best practice. Two broad themes are specifically targeted: (a) how managers in diverse organizational contexts should think systematically and strategically about aspects of managing human assets and (b) what really needs to be done to implement these aspects and to achieve competitive advantage and sustainability through people.

At the end of this course, master level students should be able to systematically conceptualise and apply Human Resource management concepts, theories and best practices that align with both the organisation’s strategic intent and operational context.

**METHOD OF INSTRUCTION**

Learning will adopt a student centered approach through seminars where teams will be assigned topics, review literature and make presentations **virtual (via zoom)** **and in-person (in class)** under the guidance of the facilitators. The Maximum time per presentation will be **40 minutes**. Presentations will be based on the written work submitted by the teams. All students **MUST** attend and participate in the question and answer sessions. The teams are highly encouraged to seek perusal of and incorporate preliminary facilitator(s) comments on the draft prior to presentation.

**ASSESSMENT**

Assessment of performance will comprise of two major elements:

* Class presentations and manuscript semester assignments will constitute 40% of the final mark (Quality of Presentation 15%: Subject Matter Efficacy 25%).
* Final University examinations will constitute 60% of the final mark.

**STUDY CONTENT**

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| **Wk** | **Topic** | **Facilitator** | **Date** |
| 1 | **Introduction to Human Resource Management** * Objectives and Functions of HRM
* Theoretical Framework shaping HRM
* Strategic considerations of HRM
* The new roles of HRM
* Challenges of HR Today
 | Ms Hidaya MbaziiraDr. Godfrey Tumwesigye | Mon 17th Oct 2022 |
| 2 | **Human Resource Planning** * Overview of Human Resource Planning
* Process of HRP,
* Factors affecting HRP
* Case study
 | Ms Hidaya MbaziiraDr. Godfrey Tumwesigye | Mon 24th Oct 2022 |
| 3 | **Job analysis and Design*** Overview of Job Analysis and Design,
* Elements of a Job description and Specification,
* Methods of Job Analysis and Design
* Case study
 | Ms Hidaya MbaziiraDr. Godfrey Tumwesigye | Mon 31st Oct 2022 |
| 4 | **Recruitment and Selection** * Overview of recruitment and selection
* Sources of Recruitment
* Selection methods and techniques
* Key placement and Orientation Considerations
* Case study on recruitment, selection and orienting new employees
 | Teams | TBD |
| 5 | **Training and Development*** Overview of Training and Development
* Rationale and training Process
* Training needs assessment
* Five levels of Training evaluation
* Case study
 | Teams | TBD |
| 6 | **Performance Management*** Overview of Performance Management and Appraisal
* Performance Management Cycle
* Overcoming PM Challenges
* Case study
 | Teams | TBD |
| 7 | **Compensation and Reward Management** * Overview of compensation and reward
* Objectives and determinatnts of compensation levels
* Process of designing reward and compensations systems
* International compensation

Case study | Teams | TBD |
| 8 | **Health and Safety at the Workplace*** Overview
* Institutional framework for H&S: Workman’s compensation Act and Occupational Health and Safety Act
* Work-Life Balance
* Emergent issues in H&S
* Case study
 | Teams | TBD |
| 9 | **Employment Relations*** Overview of IR
* Institutional Framework for ER
* Institutions: Industrial courts, trade unions and employers associations in Uganda
* Processes: Collective bargaining and joint consultation
* Case study
 | Teams | TBD |
| 10 | **Succession Planning and Staff Adjustment Programmes (SAPs)*** Succession Planning and Key considerations
* Overview of SAPs
* Understanding promotions, demotions, transfers, rotations, retirement, resignation, dismissal and layoff
* Case study
 | Teams | TBD |
| 11 | **Alternative Work Arrangements*** + Case for AWA
	+ Forms of AWA
	+ Key implementation Challenges
	+ Facilitating effective AWA
	+ Case study

**Workforce Diversity and Inclusion Management*** Rationale for D&I considerations
* Relevant institutional frameworks
* Dimensions
* D&I Management Challenges
* Case study
 | Teams | TBD |
| 12 | **Human Resource Management Outsourcing*** Context informing the practice
* Reasons for growing phenomenon
* Critical Considerations prior to and
* Challenges of HRM Outsourcing
* Case study
 | Teams | TBD |
| 13-14 | **Examination Review** | Ms Hidaya MbaziiraDr. Godfrey Tumwesigye |  |

**Some reading References**

1. Onyoin, M. (2020). Human resource management in public-private partnership organisations: A review. *Corporate Governance and Organizational Behavior Review, 4*(2), 18-29. <https://doi.org/10.22495/cgobrv4i2p2>
2. Boxall, P. (2012). ‘High-performance work systems: what, why, how and for whom?’. Asia Pacific Journal of Human Resources, 50: 2, 169–186.
3. Boxall, P., Ang, S.H. and Bartram, T. (2011). ‘Analyzing the “black box” of HRM: uncovering HR goals, mediators and outcomes in a standardized service environment’. Journal of Management Studies, 48: 7, 1504–1532.
4. Armstrong M. (2006): Strategic Human Resource Management. Kogan Page, London
5. Boxall, P. and Purcell, J. (2011). Strategy and Human Resource Management, 3rd edn, Basingstoke: Palgrave
6. Aamodt, M. G. (2009). *Industrial Organizational Psychology: An Applied Approach* (6th ed.). Wordsworth Cencage Learning.
7. Landy, F. J., & Conte, J. M. (2015). *Work in the 21st Century: An introduction to Industrial and organisational psychology* (4th ed.). Wiley.