

**Lead City University, Ibadan**  
**Faculty of Social & Management Sciences**  
**Department of Business Administration**  
**2<sup>nd</sup> Semester 2017/2018 Academic Session.**

**COURSE PARTICULARS:**

**COURSE CODE:** OIM 308, BUS 213 & HRM 318  
**COURSE TITLE:** HUMAN RESOURCES MANAGEMENT (HRM)  
**NO. OF UNITS:** 2 UNITS  
**STATUS:** COMPULSORY

**LECTURERS' DETAILS:**

**1**

**NAME:** DR. ADEIGBE, YUNUS KAYODE  
**QUALIFICATIONS:** B.A. (HONS), LL.B (HONS), M.P.P, Ph.D., ACIPM, AMNIM,  
ACABA (CANADA).  
**PHONE:** 08033585557  
**EMAIL:** [kayordeadeigbe@yahoo.com](mailto:kayordeadeigbe@yahoo.com)  
**AREA OF SPECIALIZATION:** Industrial (Personnel) Psychology, Human Resources  
Management, Entrepreneurship

**2**

**NAME:** DR. L.A. BALOGUN  
**QUALIFICATION:** ASSOCIATE IN BUSINESS ADMINISTRATION  
B.Sc. IN BUSINESS ADMINISTRATION, MASTER  
OF BUSINESS ADMINISTRATION, Ph.D. IN  
BUSINESS ADMINISTRATION  
**PHONE:** 08023009051  
**EMAIL:** [Sherrybalo@yahoo.com](mailto:Sherrybalo@yahoo.com)  
**AREA OF SPECIALISATION:** Business Administration

**3**

**NAME:** MRS. AKINBO T.M.  
**QUALIFICATIONS:** B.Sc. (Mgt), M.Sc., (HRM & IR), FSHCM, ACIPM  
**PHONE:** 08034007854  
**EMAIL:** [akinbotina25@gmail.com](mailto:akinbotina25@gmail.com); tintedt@yahoo.com

**AREA OF SPECIALIZATION:**

Entrepreneurship, Management, HRM &  
Industrial Relations.

**SECTION A****Introduction**

The times are changing and so is Business Environment. The on-going globalization process being accelerated and facilitated by increasing Transformation in information and Communication Technology has made business Environment highly complex and competitive.

These changes have led to changes in human resource environment which in turn as changed and is changing human behavior in organizations. As such, the changing environment has necessitated a need for thorough study/understanding of its impact on human resource management process. This course attempts to fulfill this need by providing an insight into the basic issues that the student should know about human resource management.

**Course Objectives:**

To introduce the students to some of the fundamental issues involved in managing one of the critical resources of any organization i.e. human being-people. Upon the completion of the course students should be able to understand and get thoroughly acquainted with relevant concepts like:

- Nature and scope of HRM
- Overview of the management process
- Workers participation in management (WPM)
- Organizations of the personnel functions
- Leadership/leadership styles
- Employee training/development
- Performance appraisal/evaluation
- Motivation and staff welfare
- Employee compensation administration disciplinary procedures
- Collective bargaining
- Industrial/labour relations etc.
- Elements of Retirement and Pension

**Course Description**

Human resources are vital to the generation of all goods and services. Just as money and raw materials are resources, so are people, human resources of an enterprise.

No doubt, human resources are the most important corporate resources to the extent that, for most organizations human resources constitute a major expense or cost of doing business and the fact that they significantly influence productivity. People operate machines, design the new products and services, make the decisions to borrow and spend financial resources; market the products and deliver the services. People even decide the objectives of the organization. Management of human resources is therefore a very important business function.

In this course, we will cover topics such as the nature, scope and objectives of HRM; major activities of HRM; Human Resource planning process; motivation; performance appraisal, employee compensation administration, an overview of Industrial Relation Workers' participation in management, employee training and development etc.

### **Teaching Plan**

#### **Week 1: Introduction/Preliminaries**

- What is Human Resources management?
- Overview of the management process
- Nature and scope of HRM
- Aims/objectives of HRM

#### **Week 2: Organization of the Personnel Functions**

- Human Resource Department
- Qualities and Functions of HRM manager

#### **Week 3: Major domains/Activities of HRM**

- Human Resource Management Environment

#### **Week 4: Human Resource Planning**

- Meaning of Human Resource Planning
- Objectives of Human Resource Planning

- Problems of Human Resource Planning

**Week 5: Recruitment/Selection of Human Resource**

(Meaning, Process, Sources etc.)

**Week 6: Employee Training and Development**

- Concepts of Training and Development
- Objective of Training/Development
- Methods of Training
- Evaluation of Training and Development

**Week 7: Motivation: Concepts and Applications**

- Meaning of motivation
- Important of motivation
- Theory of motivation (e.g. A.H. Maslow)
- Strategies of Motivation

**Week 8: Types of Leadership/Leadership Styles**

- Meaning of leadership
- Type of leadership
- Roles of a leader

**Week 9: Employee Compensation Administration**

- Wages and salaries Administration
- Incentives and Benefits, etc.

**Week 10: Employee Welfare/Disciplinary Procedure**

- Meaning and objectives of employee discipline
- Disciplinary procedure etc.

**Week 11: Performance Appraisal/Evaluation**

- Meaning of Performance Appraisal
- Purpose of Performance Appraisal
- Methods of Performance Appraisal

**Week 12: Employee Retirement and Pension**

- Meaning and types of Retirement
- Objectives of the 2004 National pension Scheme in Nigeria
- Role of PFA's in running Pension fund

**Week 13: Collective Bargaining**

- Meaning of Collective Bargaining
- Objective/Importance of Collective Bargaining
- Strategies/Process of Collective Bargaining

**Week 14: Industrial/Labour Relations**

- Concepts and Scope of Industrial Relations
- Importance of Industrial Relations
- Parties to Industrial Relations etc

**Week 15: General Review/Test**

**Course Requirements/Assessment**

Course work	40 marks
Examination	<u>60 marks</u>
<b>Total</b>	<b><u>100 marks</u></b>

**READING LIST**

1. Angelo s. DeNisi & Ricky W. Griffin: Human Resource Management (Houghton Miffling

- Company, Boston, New York 2001)
2. Cole (2002): personnel and Human Resources Management, 5<sup>th</sup> Edition: (TJ International Ltd, Padstow, Cornwall)
  3. Gary Dessy: human Resources management: 8<sup>th</sup> Edition (prentice hall, Upper Saddle River, New Jersey 07458).
  4. John Bratton and Jeffrey Gold: (1999): human resources management: theory and practice 2<sup>nd</sup> Edition (London, Macmillan Press Ltd)
  5. Lloyd L. Byars & Lesile Rue: Human Resources management: 6<sup>th</sup> Edition (Irwin McGraw-hill, 2000)
  6. Michael Armstrong: A Handbook of Human Resource management practice: 10<sup>th</sup> Edition. Kogan page, 2006
  7. Obikoya Jones O. (2002): The Foundations of Human Resources Management (Vebric Publication, Nigeria)
  8. Robert L. Mathins & John H. Jackson: Human Resource Management (12<sup>th</sup> Edition) (South-Western Cengage Learning)
  9. S.S Khanka: Human Resource Management (Text & Cases) (S. Chand & Company Ltd, Ram Nagar, New Delhi-110055)
  10. You may also access the internet.
  11. Ogunbameru, O.A. and Adesina W. (2000) Retirement and Pension Administration: Issues and Problems Ibadan, Pat Mag Press.

## **Section B**

### **Tutorial Question**

1. Discuss the objectives of Human Resources Planning and describe how organization responds to the unpredictability of future business needs.
2. (i) Define collective bargaining and mention Five (5) of the objectives or importance of collective bargaining.  
(ii) Why is Employee Discipline necessary in an organization?
3. (i) Define or explain the term Motivation and some basic strategies to motivate an Organization's employee.  
(ii) Identify Five (5) Managerial functions known to you.
4. Identify and explain briefly the Environment of Human Resources Management in Nigeria.
5. Define the term Employee compensation and differentiate between Direct

- Financial Compensation and Indirect Financial Compensation to employees.
6. Review fully your understanding of the A.H. Maslow's hierarchy of needs theory.
  7. (i) Explain in details the nature of structured and unstructured interview.  
(ii) List and explain the various selection tools available to a manager.
  8. Define Human Resource Management and describe briefly the major Human Resource Management activities conducted in an organization.
  9. (i) Why is Industrial Relations important to an Organization?  
(ii) Identify and discuss the Three (3) major parties in industrial relations
  10. (i) Differentiate between Training and Development  
(ii) Explain some vital principles of learning under Training programmes.
  11. (i) Differentiate fully the following types of leadership styles:  
(a) Autocratic, (b) Democratic and (c) Laisser-faire styles of Leadership  
(ii) Mention five (5) of the special qualities of a good Human Resource Manager.
  12. (i) What is performance appraisal?  
(ii) List the basic requirement of a good performance appraisal system.  
(iii) Explain the various ways the Human Resources Practitioner can put to use the performance appraisal.
  13. "The need for Employee retirement and pension plans for an organization is as important as the entire working life of a staff". Discuss with emphasis on Employee Retirement and pension programmes in Nigeria.

### **SECTION C**

#### **Marking Guide**

- Q1. Discussion of the objectives of HRP (1 X 10 = 10 marks)  
Organizational response to the unpredictability of future business needs 10 marks Total  
10+10= 17½marks
- Q2. Definition of Collective Bargaining (2 marks)  
ii. Five (5) objectives of collective bargaining (2 x 5 =17 ½ marks)  
iii. Why employee discipline is necessary in an organization (8 marks)  
Total: 02 + 10 + 08 = 17½ marks
- Q3. Definition of Motivation and some basic strategies to motivate employee (3+12 = 15 marks)  
ii. Five (5) managerial functions identified (1 x 5 = 5 marks)

Total:  $15 + 5 = 17\frac{1}{2}$  marks

- Q4. The major environment of HRM identified and explained (4 x 5 = 20 marks)  
Total =  $17\frac{1}{2}$  marks
- Q5. Definition of WPM (5 marks)  
ii. Definition of five forms of achieving workers participation (3 x 5 = 15 marks)  
Total:  $5 + 15 = 17\frac{1}{2}$  marks
- Q6. Definition of Employee Compensation (4 marks)  
ii. Difference between Direct and indirect financial compensation (8 x 8 = 16 marks)  
Total  $4 + 16 = 17\frac{1}{2}$  marks
- Q7. Benefits of Training of Employees (2 x 8 = 16 marks)  
ii. Definition of the term leadership (4 marks)  
Total:  $16 + 4 = 17\frac{1}{2}$  marks
- Q8. Explanation of Maslow's Theory of motivation (3 x 5 = 15 marks)  
Five (5) problems of HRP (1 x 5 = 5 marks)
- Q9. Definition of HRM and mentioning 5 HRM activities conducted in an organization  
ii. Major Human Resource Management activities identified and explained  
Total  $7\frac{1}{2} + 10 = 17\frac{1}{2}$  marks
- Q10. Differences between Recruitment and selection (5 marks)  
Explanation of the selection process (3 x 5 = 15 marks)  
Total:  $5 + 15 = 17\frac{1}{2}$  marks
- Q11. Definition of an types of retirement (5 marks)  
ii. Explanation of relevance of retirement and pension plans to organizations and their employees ( $2\frac{1}{2}$  marks)  
Statement of 5 objectives of 2004 National Pension scheme in Nigeria (5 marks)  
Listing of at least 3 PFA's and PFCs 5 marks  
Total  $17\frac{1}{2}$  marks
- Q12. Importance of industrial Relation (5 marks)  
Explanation of the three (3) major parties to industrial relations ( $3 \times 5 = 15$  marks)  
Total  $5 + 15 = 20$  marks
- Q13. Differences between Training and Development (4marks)  
Eight (8) guidelines for effective interviewing ( $2 \times 8 = 16$  marks)  
Total  $4 + 16 = 20$  marks
- Q14. Differences among the Autocratic, Democratic and Laisser-faire styles of leadership ( $5 \times 3 = 15$  marks)



Five (5) of the special qualities of a good human resource manager (5 marks)

Total: 15+5= 20 marks

Q15. Advantages and Disadvantages of internal source of recruitment (16 marks)

Definition of performance Appraisal (4 marks)

Total 16+4=20 marks.

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**Lecturers: Dr. Adeigbe, Yunus Kayode, Dr. L.A. Balogun, Mrs. Akinbo T.M.**

**Tutorial Question**

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