



## SYLLABUS

### HUMAN RESOURCES MANAGEMENT 3

#### PURPOSE

To equip future human resources (HR) practitioners to integrate, manage, market and understand the strategic, pivotal role and importance of modern HR practice, within and also for, organizations through sound theoretical preparation.

#### OBJECTIVES

- To extend and continue the knowledge already gained in human resources theory and integrate and apply this knowledge at strategic level.
- To apply, discuss, compare and relate the strategic role of the human resources function as an integral, essential organizational input and contributor overall effectiveness and efficiency.
- To extrapolate from theoretical knowledge acquired through basic, intermediate and advanced levels of study and interpolate from experience and wider reading, current developments and future trends, from macro perspectives, in the broad context of human resources.
- To demonstrate, combine and relate the interdependence of the development and labour relations' functions with human resources management.
- To demonstrate, analysis and discuss the necessity for and impact of change from both external and internal sources, nationally, regionally and internationally, on the nature of work; globalisation; the environment; the organization; technology; management; the individual; motivation and performance.

#### RECOMMENDED TEXTBOOK:

Human Resources Management, P Gerber, P Nel and P van Dyk. (4th Ed) : Oxford, 1999

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##### Section One (Strategic Issues) (Ch 3, 5, 21, 23, 25)

(40%)

This section deals with strategy and strategic considerations.

1.1 Systems (pg 40-42, 44)

- 1.1.2 The organisations as an open system (pg 42-45)
- 1.1.3 The systems model in HR (pg 45 – 60, excl. chapter references)

1.2 Planning (pg 93)

- 1.2.1 Human resources planning (pg 93 – 98)
- 1.2.2 Human resources forecasting (pg 99 – 103)
- 1.2.3 Human resources auditing (pg 103)
- 1.2.4 Applied approach (pg 103 – 106)
- 1.2.5 Strategic planning (pg 590 – 594)

1.3 Strategic HR Management (pg 587)

- 1.3.1 Principles (pg 587 – 588)
- 1.3.2 Strategies (pg 594 – 596)
- 1.3.3 Dimensions (pg 599 – 612)

1.4 Human resources in Southern Africa (N B Ch 21, 4the Ed.)

- 1.4.1 Demographics for Africa (pg 409 – 410)
- 1.4.2 Strategic indicators for HR development (pg 416 – 424)  
( N B DETAILED statical information not required, trends are)
- 1.4.3 HR development approaches (pg 424 – 430)
- 1.4.4 Unemployment (pg 555 – 557)

**Section Two (Human Resources and Management) (Ch 17) (10%)**

This section highlights the essential need for organizational leadership and management

- 2.1 Management and leadership (pg 341 – 344)
- 2.2 Leadership challenges (pg 344 – 348)
- 2.3 Leadership v management (pg 348 – 350)
- 2.4 The basis of leadership (pg 354 – 366)
- 2.5 Leadership variables (pg 367)

**Section Three (Labour Relations) (LR) (Ch 19) (10%)**

This section provides the link between HR and LR.

- 3.1 Role of human resources management in labour relations (pg 390 – 393)
- 3.2 Rights and obligations of employers and employees (pg 395 – 399)
- 3.3 Relationship between organization, human resources and labour relations policies (pg 400 – 404)
- 3.4 Essentials of employer, employee communications (pg 404 – 406)
- 3.5 Employment practices: labour relations (pg 417 – 423)
- 3.6 Monitoring labour relations (pg 423 – 425)
- 3.7 Trends in labour relations (media)

**Section Four (Performance Management) (Ch 11)**

(10%)

The critical managerial responsibility of managing performance is analysed.  
The role of HR in the process is examined.

- 4.1 Concepts, aims and criteria (pg 210 – 213)
- 4.2 Evaluation and uses (pg 213 – 214)
- 4.3 Potential problems (Pg 215 – 216)
- 4.4 Techniques (pg 216 – 224)
- 4.5 Implementation and feedback (pg 224 – 227)

**Section Five (Change and Its Management) (Ch 18, 21)**

(20%)

Change and its ramifications are considered.

- 5.1 Change (pg 386 – 387)
- 5.2 Socio-economic (pg 499 – 500)
- 5.3 Organisation development (pg 562 – 528)
- 5.4 Labour market issues (pg 111)
- 5.5 Political (media)
- 5.6 Economic (media)

**Section Six (The Individual and the Organisation) (Ch 4, 22)**

(10%)

The interface between the employee and the organization is examined.

- 6.1 Personality (pg 65 – 69)
- 6.2 The psychological contract (pg 69 – 74)
- 6.3 Goal integration and attachment (pg 75 – 79)
- 6.4 Reasons for and problems with employee development (pg 480 – 489)
- 6.5 Determining development methods (pg 505 – 509)
- 6.6 Evaluation of development initiatives (pg 524 – 527)
- 6.7 Cost v benefits of development (pg 527 – 529)

**Section Seven (Case Study and Knowledge Integration)**

The section emphasizes the culmination of studies at this third tier of study and provides a guide to the level at which the case study is pitched.

- 7.1 It is expected of candidates at this advanced level of study of the subject that they are able to integrate and utilize the accumulated body of knowledge from previous levels of study and the study of ancillary, complementary subjects in providing answers to both the case study and the other questions.
- 7.2 The case study will test the application ability of candidates to transform theory into practice. It will be a simulation of the typical HR management issues that confront practitioners and could confront would-be practitioners in the field of human resources. It will usually be multifaceted and will usually but not necessarily follow a theme.

**Important Notes:**

Page references are provided as a guide and are largely based on the 3<sup>rd</sup> edition of the compulsory textbook as this is currently the prescribed edition. It is strongly suggested that students/service providers also acquire the latest edition. Supplementary selected reading from the other textbooks is also strongly advised.

The following sections of the existing current will no longer be directly examined at this level;

‘Labour Turnover and Absenteeism’

‘Behavioural Science’

“The Management of the Personnel Function”

**EXAMINATION**

**Structure**

The examination will not be an open-book one.

Questions, other than the case study, will be essay type and will count for approximately half of the paper and 50% of the marks. All questions must be answered.

A compulsory case study, which will have a management oriented bias, will account for the balance of the paper and marks. Candidates must be able to analyse the information provided, identify pertinent issues, provide logical, well reasoned, practical solutions, set out clearly and succinctly in their submissions. Usually a report format will be required.

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