



## SYLLABUS

### HUMAN RESOURCE MANAGEMENT 1

#### PURPOSE

An organization can only function at the level of its employee's competence, whether this is effective or ineffective. However, the importance of proficient management of human resources often takes second place to the emphasis on financial and capital resources. It is vital for a serious business management student to understand the concepts of people management and the linkages with other resources – capital, equipment, management and materials.

#### OBJECTIVE

They develop an appreciation of the personnel management function and the principles of organization and the role to be played by personnel management in the establishment and maintenance of the organization structure.

#### RECOMMENDED TEXTBOOK

Human Resources Management, by P Gerber, P Nel and P van Dyk. (3<sup>rd</sup> Ed.): Southern Book Publishers. 1987

#### Supplementary textbook

Personnel Management in South Africa, by Y Andrews and M Burger: Curmo Designs 1997. [Obtainable in technical college bookshops or phone 012 – 997 – 1018]

The supplementary textbook is particularly recommended for second language students as it outlines the principles of human resource management in a succinct form.

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##### SECTION ONE: THE ORGANISATION STRUCTURE (10%)

Students need to reproduce the following concepts:

- 1.1 Line and line – staff organizational structures (Ch 1, pg 20-21)
- 1.2 Formal and informal organizational structures. (Supp. Text. P 182)
- 1.3 Job design – job specialization, job enlargement, job enrichment.  
(Ch 5, p82 and Supp. Text p 165)

## **SECTION 2: MANPOWER REQUIREMENTS (15%)**

Students will be expected to identify the key principles in the following concepts:

- 2.1 The human resources planning process
- 2.2 Factors that influence human resources planning
- 2.3 Planning and forecasting the staffing requirements to coincide with the organizational strategic plans.
- 2.4 Methods of human resource forecasting (Ch 5, pg 94 – 103)

## **SECTION 3: JOB ANALYSIS, JOB DESCRIPTION, JOB SPECIFICATION (15%)**

Job analysis has been described as the backbone of human resource management as all personnel activities flow from job analysis. A comprehensive demonstration of the following topics is expected:

- 3.1 Applications of job analysis
- 3.2 The job analysis process
- 3.3 Methods used in the process of job analysis
- 3.4 Components of a job description
- 3.5 Components of a job specification (Ch 5, pg 84-93)

## **SECTION4: RECRUITMENT, SELECTION, PLACEMENT AND INDUCTION PROCESSES (20%)**

Applied knowledge of a job advertisement and an induction programme is required.

Detailed explanations of the subsequent strategies/ factors are demanded:

- 4.1 Considerations when drawing up a recruitment policy
- 4.2 Factors that influence recruitment
- 4.3 Sources of recruitment:
- 4.4 The recruitment process (Ch 6, pg 108 – 121)
- 4.5 Factors that influence the selection process
- 4.6 Steps in the selection process
- 4.7 Selection methods
- 4.8 The job interview (Ch 6, pg 126 – 143)
- 4.9 \*Letter of appointment / labor contract
- 4.10 Placement process
- 4.11 Placement strategies
- 4.12 Objectives of induction
- 4.13 Induction programme
- 4.14 Evaluation of the induction programme (Ch 6, pg 148 – 160)
- 4.15 \*Types of personnel records

## **SECTION 5: STAFF TRAINING AND DEVELOPMENT (15%)**

Accurate recall of the subsequent areas is required:

- 5.1 Training and development methods: - the-job and off -the-job (Ch 22, pg 509 - 520)
- 5.2 The importance of career path planning
- 5.3 Career path planning – responsibilities of the individual and management (Ch9, pg165-167)
- 5.4 Career development methods
- 5.5 Five-step strategy for career development (Ch 9, pg 175-178)
- 5.6 Job satisfaction (Ch 14, pg 284 - 292 Supp. text pg 130 –133)
- 5.7 Definition of performance appraisal
- 5.8 Uses of performance appraisal
- 5.9 Potential problems with performance appraisal
- 5.10 Methods of performance appraisal
- 5.11 Positive and negative feedback (Ch 11, pg 220 –227, Supp. text p107 – 115)
- 5.12 \*Exit interview

## **SECTION 6: WAGE AND SALARY DETERMINATION (10%)**

Knowledge of complex job evaluation system is not required. However, students are expected to reproduce the following:

- 6.1 Factors that determine the levels of and differences in compensation
- 6.2 Significance of job evaluation
- 6.3 Methods of job evaluation: quantitative (Ch 12 pg 237 –244)
- 6.4 \*Standard deductions

## **SECTION 7: EMPLOYEE BENEFITS, HEALTH, SAFETY AND WELFARE (15%)**

Identification of the following topics is required:

- 7.1 Reasons for the growth in employee
- 7.2 Non – mandatory employee benefits
- 7.3 Mandatory employee benefits (Ch 13, pg 266 – 276)
- 7.4 Profit-sharing schemes: advantages to employer and staff (Ch 13, pg 269 – 270; Supp. text. p. 167)
- 7.5 Physical health in the workplace: measures to deal with AIDS, smoking, alcoholism, and drug abuse
- 7.6 Mental health
- 7.7 Accident prevention – methods to eliminate unsafe working conditions
- 7.8 the role of health and safety representatives and safety committees (Ch 15, pg 304 – 314)

## **EXAMINATION**

### **Structure of the examination**

- FOUR out of FIVE 25-mark questions must be answered – there are no compulsory questions.
- Closed-book examination

Types of questions to be asked

- Usually one [or a maximum of two] essay-type questions are set per examination paper. these require reproduction of a body of knowledge.
- The remaining questions are subdivided into smaller elements.
- All these questions mainly require factual recall [approx. 80 – 95%] – some application [approx. 5 – 15%] is required: e.g. design of a display advertisement

Equipment students should provide

- Pen, tippex, pencil, ruler and rubber

[The last 3 items may be required to draw an organization structure]

**Typical questions with suggested answers:**

**Copies of these are available on request.**

**Please NOTE:** answers are not required in such detail – many of these answers contain many alternative answers. Students should take careful note the mark allocation.

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