



## SYLLABUS

### HUMAN RESOURCE MANAGEMENT 2

#### PURPOSE

This subject builds on the foundation laid in Human Resource Management I. Human Resource Management II aims to explore some topics in more depth (e.g. training and development), to introduce some additional theoretical frameworks (e.g. motivation, communication) and, based on an understanding of the leadership challenges facing organizations today, to compare the value of a number of leadership theories. Also, the issue of equal opportunity / employment equity is highlighted.

#### OBJECTIVES

1. To outline and be able to apply some principles of behavioral science and organization theory.
2. To identify some managerial issues generated by people working in groups
3. To determine the role of the Human Resource Practitioner in staff training and development.
4. To highlight the importance of equal opportunity and employment equity and to explain the associated terminology and principles and their relevance in employment
5. To introduce some general aspects affecting the employment relationship.

#### RECOMMENDED TEXTBOOK

*Human Resources Management* (4<sup>th</sup> edition) by P Gerber et al: International Thomson Publishing. 1998.

#### SUPPLEMENTARY TEXTBOOK

Human Resource Management in South Africa, by M Carrell: Prentice Hall South Africa.1998.

#### SYLLABUS:

##### **SECTION ONE**

##### **Organization (10%)**

Since this topic is not specifically covered in the currently recommended textbook, it is suggested that you focus on chapter 18 (Groups in Organizations) and consult any other references to Job Design (e.g. chapter 4 of the supplementary textbook)

‘Organization’ is the planning for certain types of functions done in various work places by groups of people performing in accordance with specified job descriptions, so that agreed results may be achieved. The Human Resource Practitioner is therefore concerned with job design and the appropriate structuring of the organization. He / she must accordingly have a sound appreciation of organizational and functional relationships i.e. staff and line functions, also relationships such as responsibility, authority, and accountability which are often affected by informal relationships based on power, status and politics.

Finally in this section, job design – job enlargement – job enrichment – effective work groups.

## **SECTION TWO      Motivation (15%)**

Refer to chapter 16 of the recommended textbook.

The writings and theories of pioneers in behavioral science to modern thinking in the management of people at work.

## **SECTION THREE    Communication (5%)**

When the syllabuses are revised, this section will not appear in Human Resource Management II and in fact, it is not specifically covered in the currently recommended textbook at all. So as not to disadvantage students who either do spend time or do not spend time on this section, any questions in the examination on Communication will be available as choice amongst other options.

### **The topics to be covered:**

Definition. The communication process. Fundamentals in communication. Communication in organizations. Systems of communication; vertical (upwards and downwards), horizontal lateral. Formal and informal communication. Obstacles In communication. Person-to-person communication – understanding through speaking, writing and listening. Various means of keeping in touch with all levels of staff to convey management policy, the image of the organization, and feedback in the case of grievances. The machinery available to workers to communicate and negotiate with management in connection with all matters relating to their work situation and environment. The manner in which worker demands/suggestions should be handled to ensure fair play and to ensure that the enterprise does not suffer financial losses through stay-always or other forms of work stoppages. Quality circles as a means of communication.

## **SECTION FOUR      Leadership (25%)**

### **Refer to chapter 17 of the recommended textbook.**

Various styles of leadership and the various theories advanced for the identification and development of leaders. An evaluation of trait, behavioral and situational theories of leadership in order to apply them to practical day-to-day working in shop, office and factory.

## **SECTION FIVE      Staff Development and Training (10%)**

The currently recommended textbook covers only a few topics in this section and when the syllabuses are revised, most of this section will, in any case be covered in the Human Resource Development subjects. Emphasis should be placed on working out the role of the Human Resource Practitioner in staff development and training as well as performance appraisal (which is covered in the recommended textbook in chapter 11) and the examination questions will focus on these two areas only.

Establishing training needs at various levels, and the information of training objectives throughout the organization. The importance of proper selection prior to training. The use of assessment techniques in identifying candidates who are “trainable” and those who could be developed further for supervisory and managerial positions. Modern concepts in training workers. The importance of supervisory training and management training. The structuring of management development programmers and how their results may be evaluated in terms of increased effectiveness in the organization. Career path planning for individuals, job satisfaction and promotions. Outplacement. An understanding of various staff appraisal systems, which reflect a comparison of the merits of a group of individuals who exhibit identifiable characteristics in performing their jobs.

## **SECTION SIX      Equal Opportunity and Employment (30%)**

This area is covered in detail in chapter 10 of the recommended textbook (plus chapter 14.9.1). This chapter should be studied in detail and examination questions will be drawn from the chapter in its entirety.

## **SECTION SEVEN      The employment relationship (5%)**

This topic is covered in the recommended textbook (chapter 20.3, 19.8 and 19.4), and only the areas listed in these specific references will be examined. Given the rapidly changing nature and content of the laws affecting employment and the fact that when the syllabus are revised, this section will not appear in Human Resource Management II at all, it is not necessary to address any of the specific laws affecting the employment relationship.

## **EXAMINATION**

This will be the form of one paper, 3 hours long. The examination will be divided into two sections, section A and section B. Section A will contain short answer questions (a maximum of 10 marks each) that cover all the examinable aspects of the syllabus. Section B will contain essay or report-type, long answer questions, of 25 marks each. Candidates will have to answer any two from the choices given and these will focus on sections four and six of the syllabus.

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