



**PAN AFRICA SKILLS
& CONSULTING LTD**

International Diploma

in

Human Resource Management

**Study to become an efficient, knowledgeable, effective HR/Personnel officer,
manager and/or practitioner.**



This Program introduces, describes and explains the roles, activities and responsibilities of the human resource and personnel management function, its staff, officers and managers. It deals with the many different areas which come under the remit of HR/personnel management, and provides training on the important duties that HR/personnel management managers and staff must perform (including in industrial relations). The importance of modern, effective, trained HR/personnel managers, employees and departments has never been more important because they have the potential to positively affect the operations of an enterprise, avoid poor performance or low output by the workforce, reduce industrial action, and create a work environment which benefits both employees and the organization for which they work.

Course Outline

Module 1 - HR/Personnel Policy, Strategy and Management

The “resources” of an organization
What is meant by “human resource”
The need for HR management
engaging and communicating with the workforce
supporting organizational aims and strategic goals
employees as organizational touchpoints
The HR/personnel function
managing people
implementing policies
corporate image
Organizational and workplace culture:
internal and external influences
benefits of a positive culture
HR activities in management generally
HR specialists:
senior HR staff
HR advisors
HR administrators
Strategic aspects of HR management
The HR manager
departmental management activities
The “technical” or “functional” aspect of a
manager’s task
The “human” or “relationships” aspect of a manager’s task
Industrial relations
The HR manager as the “middleman” between employees and management
How the need for effective HR/personnel management arose
complexity of tasks
The role of the HR department
The HR policy:
what it should encompass
formulation of the policy
its essentials on what it should concentrate
HR policy and strategy
Operating plans

Effects of establishing an HR department:
its pivotal and co-ordinating role
why all supervisors/managers will still be involved with aspects of the HR policy
Managers and the HR policy
Effects of a good HR policy
Responsibilities of the HR department:
sections and their activities:
recruitment and selection
training, education and employee development
promotion
medical
staff welfare
safety and employee services
industrial relations
Introduction to quality management systems (QMS)
processes, procedures, documentation, aims
QMS and the HR department
Quality policies

Module 2 - Functions of Management, Organization, Structure and Culture

The difference between HR managers and other managers
Interpersonal skills:
traits and abilities
Organizational objectives
Organizational policies
Interpretation of policies
Implementation of policies:
stages in the process
The functions of management
social and strategic aspects
Planning:
the need for planning in business
plans as routes to objectives
types of planning:
strategic
tactical
operational or activity
Organising:
what is involved
putting the plans into practice
Co-ordinating:
its relationship with organising
what it entails
benefits of effective co-ordination
Directing and Leading:
what is involved
communication
communication channels
leadership and management compared
leadership qualities

motivation
why motivation is necessary
work atmosphere and working conditions
motivating different people and groups of people
Controlling:
supervision of personnel
maintenance of records
standards:
quantity and quality standards
ideal and attainable standards
Organizations:
why there are organizations
The organization and its environment
the HR/personnel department as a
sub-organization and its environment
equilibrium
Organisational Structures:
line and staff organisation:
differences between line managers
and staff managers and their responsibilities
functional organisation:
advantages
possible problems
organisation charts:
their purposes
essential features
horizontal charts
vertical charts
circular charts
the need for regular updating
dangers of relying too heavily on organisation charts
spans of control
Corporate or organizational culture
social expectations
unwritten rules
seven characteristics of corporate culture:
risk orientation,
precision orientation,
achievement orientation,
fairness orientation,
collaboration orientation,
competitive orientation,
stability or rule orientation
HR and cultural tone and care

Module 3 - Communication and Leadership, Leadership Styles

The meaning of communication

Importance of effective internal communication

Advantages and benefits of effective communication

Dangers in a poor information flow:

the grapevine

Communication internally:

lines of communication

vertical communication:

what it might concern

feedback

horizontal communication:

its concern with information

problems which can arise

empire building

Communication with external sources

Principles of effective communication:

identifying the receiver(s)

using the most suitable channel(s)

ensuring clarity and understanding

incorporating provision for feedback

the changing roles of senders and receivers

avoiding obstructions and interferences

Oral communication:

when it might be used

advantages

dangers

“unspoken” communication

recording oral communications

communication by telephone and intercom

Forms:

design and layout

logical sequence of information

codes or reference numbers

accuracy in completion

Approachability

Written communication:

circumstances in which it is necessary

different methods:

letters

memoranda

reports

The place of the HR/personnel department in ensuring

effective employee and management communication

potential communication difficulties to overcome

Module 4 - Manpower Planning, Job Analysis and Job Descriptions, Work Groups

The expansion of organizations:
when professional HR/personnel manager becomes essential, and why
HR or manpower planning:
what is involved
what it seeks to achieve
the quality of the workforce
factors affecting labour forecasts
investigating and analysing the existing workforce
typical reasons for manpower planning
errors and problems
the HR/manpower planning process
Self-regulating manpower control
Problems caused by the expansion of organizations
Scientific management:
the division of labour
Organisation and method (O & M) studies:
what they aim to achieve
Work studies:
motion study
work measurement
Procedures for O & M and work studies
Job analysis:
why it is needed
what is involved
on what it should concentrate
Job descriptions:
what they may contain
specimen job description examined
Employee specifications:
purposes and uses
Work Groups:
what they are and why they are formed
formal and informal groupings
stages in the development of groups
group norms:
meaning
conformity
group cohesiveness:
factors which encourage it
group effectiveness:
contrasts between ineffective and effective groups
constraints on group effectiveness
group motivation
group interaction - the "team spirit"
changes within groups
Teams and team-building:
characteristics of effective teamwork

Module 5 - Recruitment and Selection, Workplace Conflict

Recruitment

Reasons for new recruitment
Importance of effective recruitment
Recruitment strategy:
factors to be considered
Recruitment policy:
interpretation from strategy
the recruitment policy statement
Internal recruitment:
meaning
possible advantages
ensuring fairness and impartiality
disadvantages of relying too heavily on internal recruitment
avoiding problems
Introductions
External recruitment:
possible sources available to an HR/personnel department
Stages in the process of recruitment and selection
Employment application forms:
their value and uses
their design and layout
information they should require/provide
logical sequence of questions/answers
specimen employment application form examined:
sections or grouping of information
Attachments to application forms:
recommendations, references, testimonials
certificates, diplomas, school reports
the CV
Preparations for “advertising” a vacant post

Selection

Sorting applications received
Invitations to attend interviews:
letters of invitation
Declining to make interviews:
letters declining
Employment interviews:
their importance and aims
planning the session
conducting employment interviews
correct treatment of candidates
getting the best from candidates
interviewing skills
interviewing, assessment and observation sheets
candidate assessment forms
interviewing records
Selection tests

Psychometric evaluation
Notification of appointment
the letter of appointment
terms and conditions of employment
Dealing with unsuccessful applicants
Quality assurance in recruitment

Workplace Conflict and Resolution

Personality clashes
Resource shortages
Different ways of working
Misunderstandings and misinterpretations
Differences of opinions and values
Gender differences
Positive and negative conflict:
common causes of negative conflict
Methods of dealing with workplace conflict:
direct approach
bargaining and compromise,
retreat
de-emphasis
enforcement of team rules

Module 6 - Induction, Training and Employee Development

What induction involves
Why planned, well organised induction procedures are so important
Environment induction:
introducing a newcomer to the work environment
what is involved
who might perform it
stages in the process
Job induction:
who might perform it
simplifying the job for ease of understanding and quick learning
Introducing new employees to their work groups:
avoiding problems with existing members
action to encourage smooth integration
Policies and regulations induction:
covering policies, rules and expectations
Induction checklists
Induction courses:
the education & training centre
Follow-up and monitoring progress:
new employee progress reports
performance appraisal
follow-ups
The trial or probationary period:
what is involved
advantages to the employing organization
benefits to the newcomer

Training and development:

the importance of training employees
advantages which accrue from training
retraining

Assessing training and development needs:

the learning organization
corrective training
conversion training
advancement training
potential training and development needs
alternative training and development
processes:

low investment processes
medium investment processes
high investment processes

On-the-job training

Continuous training and development:

advantages which can accrue

Skills and competencies registers:

purpose - as an HR tool
compilation and supervision
skills & competency ratings and needs-assessments

Categories of training:

craft training
activity training
professional training
on-the-job and off-the-job training

Methods of training:

demonstrations
skill practice
lectures and talks
discussions
case studies
role-playing exercises
in-tray exercises

Training for mature and experienced employees:

management or business games

Audio visual aids to training

The training officer

Module 7 - Health and Safety, Security and Welfare

The meanings in an HR/personnel context of:

health

safety

accident

welfare

The HR/personnel department's

responsibilities

Environmental factors

Work process factors

Causation factors

Risk assessment:

reasons why it is carried out

what it should involve

using the results to prevent or reduce accidents

Preventing Accidents:

Creating safety consciousness through:

poster and notices

films and videos

fear techniques

discipline: rules and regulations

role play

safety training and coaching

Making people safe:

newcomers

experienced workers

supervisors

Display screen equipment:

preventing ailments and eyestrain

Personal protection equipment (PPE):

when and why it should be worn

ensuring workers do use equipment provided

Making the job safe

Making the work environment safe

Training in the handling of machinery and equipment

Safety committees

Fire prevention and firefighting:

works equipment and trained firefighters

segregation of inflammables

prohibition of smoking:

"no smoking signs"

fire alarms

fire fighting equipment and instructions

fire drills

fire wardens and their duties

Medical facilities:

pre-engagement medical examinations

medical checks

medical centres and nurses

first aid training and kits
advantages to employer and employees
reducing lost man-hours
Duties of security personnel:
with regard to outsiders
with regard to employees
Precautions against theft and pilfering:
problems pilfering can cause
HR/personnel staff
action to reduce or eliminate theft and pilfering
Duties of safety personnel
Employee welfare
Welfare and welfare officers in:
small enterprises
large enterprises:
canteen facilities
car parking
recreational facilities
the "clubhouse"
sports facilities
workers' committees
Educational and occupational training

Module 8 - Motivation, Employee Counselling, Resignations and Retirement

Task needs and relationships needs
Changes in management attitudes:
"scientific management":
principles on which it was based
contemporary attitudes:
principles on which they are based
Contributors and theorists:
Mayo: the "Human Relations Movement"
the Hawthorne Experiment
Maslow: Hierarchy of Human Needs:
adaptation to the work-place
Herzberg: Motivation Hygiene Theory:
motivators and hygiene factors
actions needed by management
McGregor: Theory X and Theory Y
managers:
comparison of extremes
consistency
Ouchi: Theory Z
responsibilities of management and employees
attitudes, loyalty, collectivism
Appraisal of managerial styles:
task-oriented and relationships- oriented
Redin: effective and ineffective
management styles

Managerial styles in HR/personnel management

The manager and subordinates:

differences

managerial responsibilities

The correct attitudes of managers and supervisors towards their subordinates:

being understanding

showing interest

building respect and loyalty

setting good examples

encouragement and praise

delegation of responsibility:

actions to avoid

The necessity for training in modern managerial and supervisory techniques:

for newcomers

for promotion

refresher courses

the role of the HR/personnel department

Delegation of responsibility

Disciplinary action:

steps to be taken

acting firmly and decisively

Psychological health considerations:

definitions of: morale, distress, anxiety,

depression, burnout

Work-related stress:

causes:

the job itself

lack of training

excessive or insufficient responsibility

working conditions

management attitudes

relationships with work colleagues

different responses to stress

job design and work organisation

balancing job demands and pressure

Bullying in the workplace

Harassment in the workplace:

sexual harassment

Formulating and enforcing a bullying & harassment policy

Employee counselling:

importance in avoiding the necessity for disciplinary action

what it should - and should not - involve

signs that counselling is necessary

the approach

methods of handling

causes of work-related problems

essential for successful counselling

Inter-personnel problems:

trouble-shooters

Resignations:
unavoidable resignations
avoidable resignations
exit interviews:
ascertaining the reasons for resignations
unintended resignations
Retirement:
meaning and how it arises
planning for retirement

Module 9 - Industrial Relations (1)

The background
Trade unions:
their main aims and activities
advantages and disadvantages claimed for union recognition
the role of shop stewards and their activities
conveners
shop stewards committees
joint shop stewards committees
Industrial action:
why it might be taken
the different forms it might take:
overtime bans
non-co-operation
working to rule
go-slows
strikes
work-ins and sit-ins
Collective bargaining:
employers' associations
negotiating with more than one union
Joint consultation:
aims
ingredients for success
Staff associations
White collar unions
The need for impartiality in dealing with different groups of workers
Negotiating with both a trade union and a staff association
The HR/personnel manager's role in securing industrial harmony
Industrial tribunals
Industrial advisory service
Redundancy:
why it might become necessary
what is involved
the "last in, first out" policy
redundancy pay and its computation
Dismissals:
oral and written warnings
action which can be taken in the circumstances

being firm - taking action when warranted
Government participation and intervention:
reasons for taking action
forms which participation might take
political control of trade unions
fixed pay rise policies

Module 10 - Industrial Relations (2)

Job evaluation:
evaluation studies, their aims
the “values of jobs”
practical example
Work Study
Job ranking:
job grading
job rating
pay scales and differentials
The common wage index
The average wage factor
Practical examples from:
manufacturing enterprises
service-providing enterprises
The industrial relations officer:
duties and responsibilities
Dealing with employee grievances:
grievance procedure
job content grievances:
role perception
pay grievances
Job design and redesign:
factors involved
specialisation and discretion dimensions
Job rotation:
what is involved
possible benefits
problems which can arise
Job enlargement:
what is involved - “horizontal” expansion of tasks
possible benefits and dangers
Job enrichment:
the aims
what is involved
short-term and long-term effects
Rewards:
extrinsic rewards
intrinsic rewards
Handling employee relations problems:

practical checklist
Payrolls and pay slips:
what information they contain
their preparation and their uses
Co-operation with the finance department
Promotion policy:
bases for promotion
vertical and horizontal promotion
promotion prospects as a motivating factor
Management's responsibilities towards the Community

Module 11 - Remuneration and Benefits

Wages and salaries
Pay related issues to be considered
The pay structure
Formulating an acceptable remuneration policy:
the two-edged problem for management:
factors to be considered
Implications for the HR/personnel manager
Solving problems created by a remuneration policy unacceptable to the workforce or accepted under protest
Systems of remuneration:
time rates
piece work rates
bonus or incentive schemes
types of commission
targets
other incentives
Allowances
travel allowance
entertainment allowance
overseas allowance
unsocial working hours
Standard employee benefits:
holiday/leave with pay entitlements:
what this means
variations
sickness benefit:
sick notes
maternity leave
Additional (or fringe) benefits:
the need for a "remuneration packet":
employee expectations
employee retention
employee motivation
tax implications
pensions or superannuation funds
medical or health insurance

Flexible working time:
what is involved
possible advantages for employees and employers
The shorter working week
Constructing a benefits “package”:
objectives
policy considerations
compatibility with organizational objectives
what employees really want
impact on employee relationships
Problems which might be encountered the
HR/personnel manager’s stabilising role
Equal opportunity:
legislation against discrimination
sex discrimination
racial and religious discrimination
disabled persons
Equal opportunity policies
aims
monitoring
women in management:
methods of encouragement women
to apply and train

Module 12 - Personnel Records, Emergency Plans and Working from Home

What “records” consist of
What personnel records comprise
Information likely to be maintained about employees:
personnel codes or numbers
personal details:
names and address
date of birth
marital status
date of joining
jobs or posts
pay scale
current entitlements
contributions/deductions
medical history
Formats of personnel records
Manual summary records:
loose cards
loose-leaf cards
visible cards
Computerised summary records
Documents relating to present and future
employees

Records of past employees:
what information might be needed, and why
microfilming

Records of non-employees
Uses of recorded information

Statistical data:
the rate of labour turnover
the stability index
accident level statistics
holiday entitlement statistics
absenteeism statistics
lost man-hour statistics
manipulating recorded data to produce
statistics of value to the HR/personnel
department

Reports:
routine reports
special reports
compilation: obtaining the facts
analysing
presentation
features of a "good" report

Computers in the HR/personnel department:
characteristics of computers of value
advantages of databases
computer-produced
reports and statistics

Avoiding problems in introducing computerisation:
in the enterprise as a whole
in the HR/personnel department

Employee involvement in the development and installation of computer systems

Learning organizations:
The HR/personnel manager's role
Contingency and emergency plans
COVID-19

Working from home (WFH):
assessing which jobs are suitable for WFH
adapting and implementing WFH practices
Employee and employer obligations

Measuring employee productivity with WFH:
metrics
performance and output

Benefits and challenges of WFH:
the future