

WITS BUSINESS SCHOOL
UNIVERSITY OF THE WITWATERSRAND



PDM-PT

Principles of Human Resource Management

BUSA 5136

Course Outline and structure

Session	Topic	Outcomes: You will be able to . . .	Class preparation: Pre-readings
1-2	<p>Introduction to HRM: Gaining Competitive Advantage Through and With the People</p> <p>Acquiring, Stimulating & Retaining the Right People</p>	<ul style="list-style-type: none"> ▪ Describe the dynamics of today's business environment and the new world of work ▪ Explain the differences between HR Management and Personnel Management ▪ Articulate the synergies between the line managers and the HR managers' roles in managing human resources ▪ Explain how to gain competitive advantage through and with the people ▪ Motivate the case for a proper HR database and an intelligent HR planning ▪ Align the planning, recruitment, stimulation and retention of staff with the organisational strategies 	<ul style="list-style-type: none"> ▪ <u>Case 1</u>: Bruce Clarke at Rand Merchant Bank.

Session	Topic	Outcomes: You will be able to . . .	Class preparation: Pre-readings
3	Beyond Training & Development The Ultimate Performance Management	<ul style="list-style-type: none"> ▪ Evaluate the line managers' roles in people development ▪ Explain the differences between training and development; coaching and mentoring; succession management and replacement management ▪ Articulate the issues and challenges in people development ▪ Differentiate between performance appraisal and performance management ▪ Debate the value of different performance management methodologies 	
4-5	The Keys to Business Leadership	<ul style="list-style-type: none"> ▪ Explain the conceptual development of leadership theories ▪ Articulate the keys to business leadership ▪ Identify and recognise the traps in leadership ▪ Develop and motivate others to develop Emotional Intelligence (EI) capabilities ▪ Explain the differences between management and leadership 	<ul style="list-style-type: none"> ▪ <u>Case 2</u>: Cambridge Consulting Group – Bob Anderson.

Session	Topic	Outcomes: You will be able to . . .	Class preparation: Pre-readings
6-7	Diversity & Diversity Management	<ul style="list-style-type: none"> ▪ Differentiate employment equity and affirmative action from diversity management ▪ Motivate the business and social case for diversity management ▪ Manage a diverse team 	<ul style="list-style-type: none"> ▪ Case 3: Black & Decker – Eastern Hemisphere and the ADP Initiative (A).
8-9	Industrial Relations	<ul style="list-style-type: none"> ▪ TBC 	<ul style="list-style-type: none"> ▪ TBC

Prescribed Readings

There is no prescribed textbook for this course. Prescribed readings and case studies are included in the course pack.

Course Philosophy and Methodologies

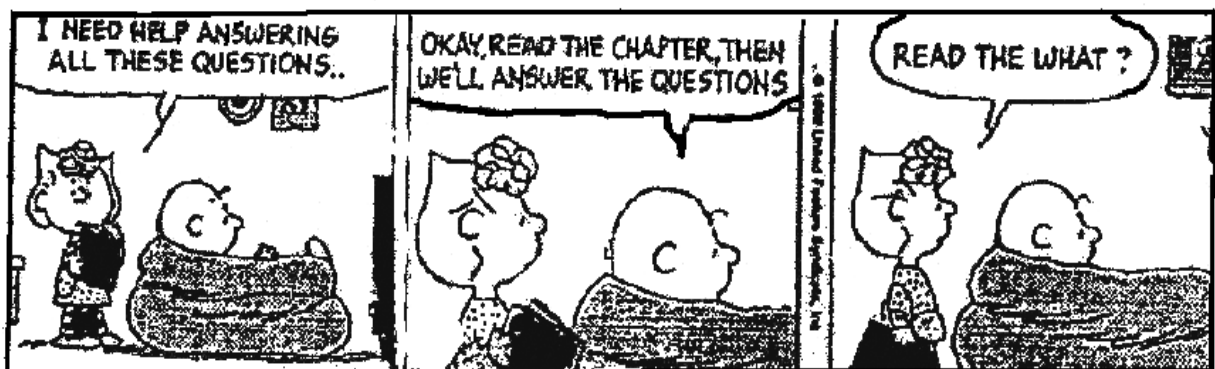
Learning at Wits Business School is both content and process driven. Sessions are designed to be interactive to maximise learning, and much of the learning will be from one another; thus participation and contribution from everyone is expected. For this reason, it is imperative that class preparation is taken seriously and completed.

Specific methodologies applied during the course will include:

- Case studies will be used as a vehicle for discussing concepts, models, and to illustrate various aspects of the complexity of the business environment. They may be used in class, as assignments as well as in exams.
- Videos will be shown where they illustrate and enhance the learning.
- Syndicate assignments develop teamwork skills, foster effective communication and build synergies whilst undertaking specific tasks or projects. You will need to manage the productivity, participation and effectiveness of your syndicates yourselves.
- Individual assignments provide stretch and promote self-management in preparing the class.
- The case and reading preparation for each session is the foundation on which the session is based. The preparation material will not be re-hashed in class, but will be discussed, analysed and evaluated at a deeper level.

PEANUTS

By Charles Schulz



Because you are your own most valuable asset, and are individually responsible for the skills, knowledge and competence package that is part of you, it is assumed that you desire to do well in the course. To this end, you will be fully supported.

The outcomes of each session are described in the 'Course Outline and Structure' section; these are statements of what you should know and be able to do once you have completed the readings, lectures, assignments and exam.

Learning only becomes valuable when it is applied in the workplace; to achieve this, SAQA requires you to develop "Applied Competence" which is made up of three components:

- **Foundational Competence (Knowledge)**

This includes course content and an understanding of that content. You need to show that you understand what you are doing and why you are doing it. Knowledge underpins practical competence (skills) and therefore the actions that you take.

- **Practical Competence (Skills)**

You need to demonstrate your ability to perform job related tasks in an authentic context. This includes selecting a particular course of action from a range of possibilities, and making decisions about what to do in specific situations.

- **Reflexive Competence (Application in different situations)**

You need to be able to integrate performance with understanding, adapt to changing circumstances appropriately and responsibly, and to explain the reason behind an action. "Because my boss told me to" is NOT a valid reason.

(SAQA document – Guidelines for the Assessment of NQF registered Unit Standards & Qualifications, Nov 2000, p. 22, www.saga.org.za)

Thus, your knowledge, your practical application of that knowledge, plus your own experience and worldview are used to construct meaning in a range of contexts, giving you an adaptable and flexible approach to the rapidly changing business world, in which you are more likely to achieve success.

Course Evaluation

Individual assignment	25%
Syndicate assignment	25%
Exam	50%

1. Individual assignment (25% of the final mark)

Details will be provided during the Industrial Relations session.

2. Syndicate assignment (25% of the final mark)

The main purposes of the assignment are:

1. To help you to understand HRM in practice;
2. To urge you to discuss and evaluate the current HRM practices;
3. To encourage you to make definite recommendations on how to improve the HRM in organisations.

Each syndicate is required to:

- ⇒ Visit a division or a department or a business unit of your organisation;
- ⇒ Interview at least 5 (five) employees at different levels in the division or department or business unit;
- ⇒ Describe and critically evaluate the HRM practices, specifically:
 - Recruitment and selection
 - Training and development
 - Performance management
- ⇒ Suggest practical recommendations;
- ⇒ Provide a typed report presenting the result of their investigation;
- ⇒ Submit a hardcopy of the report.

Report length: A4-size paper, 1.5 spacing;
 Character size = 12 pt;
 4,000 words (excl. references and/or supporting appendices).

Report Submission Deadline: [Session 8](#)

Assignments must be submitted in hardcopy to Ms. Krish Sigamoney (Outeniqua House, 1st Floor, Room AB G06).

Marks will be allocated as follows:

Criterion	%
Layout, structure and style	10
Description of facts	30
Analysis and evaluation	30
Practical recommendations	30
TOTAL	100

3. Exam (50% of the final mark)

This will be a **2.5 hour closed book examination.**

No electronic device can be brought into the exam room.

The basic purpose of the exam is to assess:

- Your understanding of the concepts that have been taught in class and the relationship between various ideas;
- Your ability to apply the above mentioned concepts in a given situation;
- How you could go beyond what you know and generate original ideas.

Copyright statement

The articles, readings and cases included in this course pack have been copy-right approved.