

# Specialist Human Resource Management Programme

## Participant Profile

**NQF Level 6**

This short learning programme is developed to provide the skills and competencies for individuals who have worked as Human Resource Practitioners for a number of years. This short learning programme is also ideal for the person who has successfully completed a post-matric qualification in another field of study, but whose career path has developed within the field of Human Resources.

## Short Learning Programme Structure

The Specialist Human Resource Management Programme (SHRMP) is a short learning programme at NQF level 6 and consists of 7 modules which are presented by way of lectures, group discussions, case studies and role plays. The lecturing contact time is 36 hours per module. Two modules are conducted concurrently over 12 weeks of part-time study, and are completed before the commencement of the next two modules. The short learning programme methodology is practical, involving a problem solving approach to knowledge transfer. Delivery may also take the form of block release.

## Learning Outcomes

On completion of this short learning programme, the learner will be able to:

- Demonstrate comprehensive knowledge in the field of human resource management.
- Analyse and evaluate data, ideas, theories and practices within the human resources field.
- Identify key elements and solve problems using appropriate methods and theories.
- Practically apply the knowledge and skills learnt to scenarios presented in case studies and in the work place.

## Evaluation of Participants

Assessment is both formative and summative and includes

- Weekly individual and group exercises and tasks
- Group and individual assignments
- Open and closed book case study integrative assessments

To complete the short learning programme successfully, and be awarded a certificate, learners must be found competent in all aspects of the summative assessment according to requirements listed in the relevant student handbook.

## Entrance Criteria

The minimum entry requirements for admission to the SHRMP are:

- Twenty three years of age and
- Three years business experience and
- Senior certificate or NQF 4 equivalent and proven management competency within the human resource field  
or  
Successful completion of the Business Studies Unit's Business Management Development Programme (BMDP)  
or  
Alternative admission can be achieved via the DUT RPL process or mature age exemption.

# Specialist Human Resource Management Programme

## NQF Level 6

### Contents of Modules

#### Module 1: Organisational Behaviour

Overview of organizational Behaviour; Organisational Behaviour in Global and Diverse Context; Foundations of Individual Behaviour; Attitudes and Job Satisfaction; Personality and Values; Perception and Individual Decision Making; Basic Motivation Concepts; Motivation - From Concepts to Application; Emotions and Moods; Foundations of Group Behaviour; Understanding Work Teams; Communication; Basic Approaches to Leadership; Contemporary Issues in Leadership; Foundations of Organisational Structure; Organisational Culture; Human Resource Policies and Practices; Organisational Change and Stress Management.

#### Module 2: Financial Management

The Objectives of Accounting; Annual Financial Statements (AFS); Financial Analysis of AFS, Risk & expected return, The cost of capital, Budgeting & cash flow, C-V-P Analysis ( Break-even), Working Capital, Methods of Financing a Business.

#### Module 3: Human Resource Administration

HR Administration and its Link to Strategy; Workforce Planning Systems and Processes; Design work, Analysis, Evaluation and Grading; Systems and Processes; Recruitment Processes: Searching for the right people to do work, Selection: Establishing employment relationships and other work arrangements; Performance Management Systems and Processes; Career Management and Processes, Training and Development Systems and Processes; Incentive and Benefit Systems; Well being at work and beyond; HR Research and Information Systems.

#### Module 4: Training and Development

Overview of the T&D (Training and Development) Process; - A Systems Approach; Outline of NQF (National Qualifications Framework) and HRD; Organisational Behaviour and Motivation; Learning Theories and Principles of Learning; Training Needs and Analysis; Target Population; Objectives/Learning Outcomes; Assessment of Learning; Instructional Strategies-Methodologies; Content, Sequencing and Learning Events.

#### Module 5a - Corporate Governance (Elective)

Why Corporate Governance; Strategy and its Implementation; Composition and Selection of the Board of Directors; Directors and their responsibilities; Functioning of the board, Board Committee; Financial reporting and communication; Risk management and internal control; External audit; Internal audit; Integrated sustainability reporting; Public sector; Remuneration of Directors; Corporate Governance in Private Businesses and other small organizations.

#### Module 5b - Quantitative Techniques (Elective)

The use of Calculus; Quantitative approach, managing data, survey methods & presentation of data; Measures of Location and Dispersion; Index numbers; Correlation & Regression; Time Series; Introduction to Probability - Discrete & Continuous Probability distributions; Confidence Intervals; Significance Testing; Time value of money; Modelling stock control and queues.

#### Module 6: Human Resource Strategy

Overview of Strategic Management; Development and aims of HR Management; The basis and features of strategic management; Factors influencing the HR Environment; The impact of legislation on Employment decisions and Strategy Environment; HR Strategy Formulations; HR Planning; The impact of Strategic HR Practices on Organizational Performance Development Systems; Evaluation of HR Strategies.

#### Module 7: Organisational Change

Introduction to Organisational Change; Sources of Change; The Environment; Models of change - Chaos Theory; Systems theory; Simple and Complex Changes; Organisational structure, design and change; People and Change - Resistance /Personality /Cultures; Change management models; Politics of change and Change as conflict handling; Leadership and Change, Organisation Development and Change; O.D. Interventions; O.D. Interventions in RSA; Role of the Facilitator.

#### Concluding Remarks

- Due to the dynamic nature of the South African business environment, the BSU reserves the right to make changes to its short learning programmes where necessary.
- The presentation of a short learning programme or any format is subject to sufficient enrolment as determined by the BSU.
- In order to gain admission to the BTech: Management programme at NQF level 7, applicants must satisfy all of the entry requirements of that qualification.