



**PAN AFRICA SKILLS  
& CONSULTING LTD**

## **Mastery of Management Graduate Diploma**

**on**

## **Management of Human Resources**

A Program which considers relationships in organisations, the process and understanding of management and the behaviour of people at work, in order to make the best use of people as valuable resources to the mutual benefit of all concerned.



This Program balances the personnel management-oriented approach where emphasis is workforce-centred with importance given to the support, proper treatment and understanding of the workforce; and the human resource management oriented approach where emphasis is resource-centred and it is management needs for human resources that are given priority. It covers areas related to management, behaviour, organization, and human resource.

The Program relates the study of human behaviour to that of management with an integrated view of theory and practice; it covers behavioural science and implications for management action; how performance may be improved through better understanding of human resources and effective management; and provides conceptual frameworks to better understand factors influencing patterns of behaviour in work organisations and the process of management.

## **Course Outline**

### **Module 1: Individual Differences**

The changing nature and scope of managing individuals at work

Personality

Nomothetic and idiographic approaches

Theoretical approaches: nomothetic

Theoretical approaches: idiographic

Other theoretical approaches

Cognitive theory: Kelly's personal construct theory

Applications within the work organisation

Stress and the individual

Ability

Testing

Attitudes

Attitudes, managers and culture

Attitude change

Gender and organisations

Historical context

Understanding women's position and status

Economic theories

Psychological sex differences

The socialisation process

Orientations and motivations towards work

Working practices

Leadership, management and women

Positive approaches

## **Module 2: The Nature of Learning**

The meaning and nature of learning  
Organisations and the management of learning  
Knowledge management  
The learning organisation  
How do people learn?  
Behaviourism  
The outcomes of learning  
Operant conditioning  
Social learning  
Limitations of the behaviourist school  
Cognitive theories  
Learning styles  
Complex models of learning  
Creativity  
Facilitating learning  
Learning theory applied to study skills  
Applications of learning theory to organisations  
Evaluating Development Programmes

## **Module 3: The Process of Perception**

The perceptual process  
Selectivity in attention and perception  
Meaning to the individual  
Internal factors  
External factors  
Organisation and arrangement of stimuli  
Perceptual illusions  
Perceiving other people  
Transactional analysis  
Selection and attention  
Organisation and judgement  
The importance of body language  
Attribution theory  
Perceptual distortions and errors  
Stereotyping  
The halo effect  
Perceptual defence  
Projection  
The perception of women

## **Module 4: The Nature of Work Motivation**

The meaning of motivation  
Needs and expectations at work  
Frustration-induced behaviour  
Money as a motivator  
Theories of motivation  
Content theories of motivation  
Maslow's hierarchy of needs theory  
Alderfer's modified need hierarchy model  
Herzberg's motivation-hygiene theory  
McClelland's achievement motivation theory  
Process theories of motivation  
Vroom's expectancy theory  
The Porter and Lawler expectancy model  
Lawler's revised expectancy model  
Implications for managers of expectancy theories  
The motivation of knowledge workers  
Equity theory of motivation  
Goal theory  
Attribution theory  
Developing reward strategies to motivate and compensate knowledge workers

## **Module 4: The Nature of Work Groups**

The meaning and importance of groups  
Influences on behaviour at work  
The importance of teamwork  
The difference between groups and teams  
Formal and informal groups  
Reasons for formation of groups  
Group cohesiveness and performance  
Membership  
Work environment  
Organisational factors  
Group development and maturity  
Potential disadvantages of strong, cohesive groups  
Characteristics of an effective work group  
The effects of technology on work groups  
Role relationships  
Role conflict  
Role stress  
Teamwork in a small company

## **Module 5: Group Processes and Behaviour**

Interactions among members  
Membership of successful teams  
Belbin's team-roles  
Patterns of communication  
Analysis of behaviour in groups  
Sociometry  
Interaction analysis  
Frameworks of behavioural analysis  
Group performance and effectiveness  
The risky-shift phenomenon  
'Groupthink'  
Brainstorming  
Variety of interrelated factors  
Group dynamics  
T-groups  
A continuous process of improvement and innovation  
Breaking down barriers to build up team spirit

## **Module 6: Job Satisfaction and Work Performance**

The meaning and nature of job satisfaction  
Dimensions of job satisfaction  
Framework of study  
Information communications technology  
Stress at work  
Coping with stress  
Work organisation and job design  
Individual job redesign  
Desirable task and job characteristics  
A comprehensive model of job enrichment  
Broader organisational approaches to improved job design  
The life/work debate  
Management style and culture  
Employee involvement  
Empowerment and job satisfaction  
Self-managed work groups  
Flexible working arrangements  
Contextual factors in job design  
Quality circles  
The happy/productive worker  
Job satisfaction: the fit between expectations and experiences

## **Module 7: Human Resource Management**

The nature of human resource management (HRM)  
HRM policies, activities and functions  
Organisation of the HRM function  
HRM and personnel: a shared responsibility  
The importance of HRM  
Training and development  
Main stages of training  
The management of training  
Investors in People  
Performance appraisal  
Questions to be addressed  
Establishing the appraisal system  
Methods of appraisal  
Potential problem areas  
Employee relations  
Unitary and pluralistic perspectives  
Regulating the employment contract  
Responsibility for employee relations  
International dimensions of HRM  
Industrial democracy in European countries  
The German system  
Management Systems Booklets  
The Investors in People Standard

## **Module 8: Staffing the Organisation**

The concern of all managers  
Human resource planning  
The value of human resource planning  
Recruitment and selection of staff  
Job analysis  
Person specifications  
Difficulties and distastes of the job  
The importance of job analysis  
Attracting suitable applicants  
Methods of selection  
Selection tests and questionnaires  
Group exercises  
The selection interview  
Interviewing style  
Competency-based approach to recruitment and selection  
The selection decision  
Induction and follow-up  
Costs of the selection process  
Effectiveness of the recruitment and selection process