



**Honours (Higher) Diploma**  
**on**  
**Human Resource Administration**



**Professional, practical and easy-to-master study and training for a successful career in HR and personnel management, and to become a respected manager.**

This Programme focuses on the role, actions and activities of the Human Resource function, the HR manager and HR personnel. It explains the responsibilities of HR and how to undertake HR duties and tasks effectively. The Programme covers a wide range of related, specialised and interesting subjects including advanced motivation, management and leadership. It also offers the opportunity to cover specific subjects highly relevant to HR and Personnel management, as well as wider and general management and administration. The possession of an Honours Group Diploma demonstrates knowledge and ability and indicates that the holder has the competence, understanding and potential to become a successful senior manager, administrator or executive.

The Programme comprises of four key 'courses'; there are three (3) compulsory/mandatory courses of study and one (1) option/elective course, as follows: -

**Compulsory/Mandatory Subjects:**

- Human Resource/Personnel Management
- Health & Safety in the Workplace
- Advanced Management & Administration Theory & Practice

PLUS, one\*\* of:

- OR Organisational Behaviour
- OR Training & Development

\*\*both Subjects may be studied if preferred - please ask the College for details.

**Summarised details of each course comprising the Honours Diploma:**

**HUMAN RESOURCE/PERSONNEL MANAGEMENT**

- The importance and duties of the HR/personnel function; its managers and specialists.
- The technical and human relationships aspects of the HR/personnel function.
- The HR/personnel department, its sections, structure, activities, staff and roles.
- Setting and defining HR/personnel policy and strategy; the need to coordinate with managers and employees.
- Scientific management, O & M studies and work studies, aiming for efficiency.
- Manpower planning and HR strategy; the purpose of and work involved in undertaking job analysis and preparing job descriptions.
- The features, factors and importance of job structure and design.
- Purposes and activities involved in job evaluations, job ranking and job grading.
- Workgroups, teams and team-building; an organisations' culture.

- Organisational structures and forms, charts, spans of control.
- Remuneration policy, benefits, systems and allowances, payroll; flexitime, employment packages; the intermediary role of the HR department.
- Management functions: planning, forecasting, organising, motivating, controlling, budgeting.
- Communication and information, vertical and horizontal, internal and external.
- The principles of effective communication; oral, written and electronic communications.
- Recruitment and selection, internal and external recruitment; advertising new positions and posts, administering job applications, conducting interviews, testing applicants, equal opportunity policy.
- Induction - its aims, planning and activities; training and employee development.
- Methods of training, employee assessments; the concept of the proactive learning organisation.
- Safety in the workplace, employee security and staff welfare; medical facilities, health protection, accident prevention; risk assessment.
- Dealing with promotions, resignations and retirements; how to avoid unwanted resignations.
- Industrial relations: the aims of trade unions and staff associations, dealing with and avoiding industrial action.
- The role and purpose collective bargaining and joint consultation and the HR aspect.
- Motivation: motivational theory and management style, the manager/employee relationship.
- Delegation and supervision; activities relating to counselling, discipline and grievance procedures.
- HR/personnel records, labour turnover and stability index statistics.
- Computers and IT in the HR/personnel department, data protection.

## **HEALTH & SAFETY IN THE WORKPLACE**

- Managing workplace health & safety; considering the legal perspective; the responsibilities of those involved.
- Identifying hazards and conducting risk assessments, the health and safety policy.
- Accident prevention, common causes of accidents: trips, falls.
- Workplace safety; buildings, the environment and surrounding areas, layout, office housekeeping, workplace equipment.
- Fire safety: sources of ignition and potential fires; fuel, oxygen, fire risk assessment, eliminating fire hazards, precautions to take, fire extinguishers.
- Dangers of working at height; ladders, mobile platforms and roof work.
- Factors and concerns relating to building and construction sites, managing traffic.
- Dealing with waste and waste products.
- Equipment: correct training, hazards of machines, fitting and maintaining safety guards, machinery controls; suitable positioning and space; maintenance of equipment and tools; gas and pressure.

- Transportation and route planning; vehicles, aisles and pathways; materials handling, equipment, systems, training operators.
- Electricity; current, electrical circuits, electrical conductors and insulators; power, powers sources and hazards.
- Features and dangers of noise and vibrations, risks involved and controlling them.
- Hazardous and explosive substances, their safe storage.
- Radiation and exposure, radiation-producing machines; occupational skin diseases and prevention.
- Catering, kitchens, food preparation, cleaning, hygiene, injuries, dermatitis, premises, H & S officers.
- Psychological health, stress and job design, employee counselling.
- HR policy, dealing with and avoiding harassment and bullying; legal issues and equal opportunity.
- Educational establishments, specific hazards and injuries; school grounds, supervisors and staff, fire drills and evacuations, medical facilities, specific dangers and features of stairs.
- Health protection, first aid, accident control; liability insurance; VDUs, protective equipment, training.

### **ADVANCED MANAGEMENT & ADMINISTRATION THEORY & PRACTICE**

- The evolution of management theory, principles of management.
- The classical and early theorists; Fayol, Weber, Taylor, Mayo: scientific management, authority, discipline, modern developments.
- Organisational theory: objectives, categories, ownership, environmental factors and interaction.
- Open and closed systems theory.
- Coordination, cooperation, structure, control.
- Communication and communication theories and channels.
- Organisational structures, planning, growth and development, organisation charts, systems diagrams.
- Duties and responsibilities of executives, delegation, responsibility.
- Mission, vision, values, MBWA.
- Motivational theory: human relations, social psychology; self-realisation, motivation-hygiene, expectancy theory.
- The theories of Argyis, Maslow, McGregor, Likert, Herzberg, Vroom, Handy; intrinsic and extrinsic factors.
- Leadership theory: traits, style, contingency; theorists.
- Building and developing workgroups, group behaviour, norms, cohesiveness.
- Managing change, creating and managing culture.
- Moss Kanter, learning organisations and entrepreneurship.
- Strategic management; the theories of Fayol, Chandler, Andrews, Ansoff, BCG, Porter, SWOT.
- Environmental and competitive barriers to entry, industrial competitiveness.
- Corporate objectives, policies, business ethics, social responsibilities.

AND ONE\*\* OF:

## **ORGANISATIONAL BEHAVIOUR**

- The interaction between organisations and their environment.
- Defining and understanding organisational goals, aims and objectives.
- Decisions and decision-making in organisations; organizational systems.
- The perceptions of people at work: how and why they interpret events and actions in different ways; stereotypes and the halo effect.
- Anthropology and sociology; considering attitudes, values, beliefs, socialisation, learning and development.
- Motivation and motivational theories; features, requirements, processes, theories; the effect on work and output.
- Job design; causes and results of frustration at work; stress, effects on performance.
- Team factors: individual personalities, traits and qualities.
- Team roles, role behaviour and activities; selection, testing and assessment.
- Communication: one-way, two-way, vertical; channels, barriers, blockages; agendas, assertiveness.
- The meaning of influence and authority in the workplace, and its misuse; sources of power.
- Types of working relationships; the delegation of authority, control mechanisms.
- Leadership and management; functions, styles, factors, traits and complexities; models and theories.
- Teams and groups: their purposes; the creation, development and behaviour of groups; factors of high-performance teams.
- Conflict: sources and symptoms, conflict resolution and conflict management.
- Realpolitik and patronage, favouritism and bullying, trust and confidence.
- Organisational health and well-being.
- Ethics, responsibility and obligations in relationships; employees, customers and stakeholders.
- External and internal pressures, and influences of culture; cultural types and influences.
- Technology: size and scale of production, expertise, alienation, technological developments.
- Organisation structures and design, centralisation and decentralisation of organisations; mechanistic and organic structures, bureaucracy in organisations.
- Change management: the drivers and factors of change, the processes and management of change.

OR

## **TRAINING & DEVELOPMENT**

- Considerations in and the importance of employee development.
- Costs and charges of undertaking and achieving employee development.
- Undertaking a cost-benefit analysis of different employee development factors.
- Learning: how people learn and their different learning styles, factors in successful learning.
- Training needs analysis; determining the key priorities.
- Undertaking performance appraisal and assessment; strategic approaches to training.
- Organisational and managerial performance; the contribution of groups to organisation success.
- Core training programmes and universal programmes.
- Factors affecting the quality and delivery of training; assessing feedback from course participants.
- On-the-job and off-the-job training; projects and secondments; multi-skilling, empowerment, flexibility.
- Designing training programmes, setting aims and objectives, consultation and specifying the target groups for training.
- Managing and organising the monitoring, review and evaluation of development programmes.
- Testing, reports, and factors affecting training.
- Training and development equipment and resources, the quality of the learning environment.
- Mentoring, coaching and counselling; the relationships involved, qualities needed for success.
- Development strategies, raising organisational expectations, improving the training and development environment.
- Organisational training functions; strategy and the training function; roles, functions and resources.
- Organisational development; achieving positive attitudes, values and beliefs.
- The roles of the development manager; creating a learning, proactive organisation.
- Comparing the intended and actual outputs of training.
- Continuous professional and occupational development and demands.
- Management development; considering qualifications and expertise, managing job enhancement.
- Self-development, succession management and organisational transformation.
- Ethics; relationships with employees, staff and customers; dealing with conflict.
- Government training and development policy; external consultants and specialists.
- Social factors and strategic approaches; social and cross-cultural factors in training.
- Dealing with change and uncertainty, barriers to change and overcoming them.