



[COURSE MANUAL]

C3 Managing Human Resources



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COL would also like to thank the many other people who have contributed to the writing of this course.



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About this course manual

How this course is structured

The course overview

The course overview gives you a general introduction to the course. Information contained in the course overview will help you determine:

- If the course is suitable for you.
- What you will already need to know.
- What you can expect from the course.
- How much time you will need to invest to complete the course.

The overview also provides guidance on:

- Study skills.
- Where to get help.
- Course assignments and assessments.
- Activity icons.
- Modules.

We strongly recommend that you read the overview *carefully* before starting your study.

The course content

The course is broken down into ten modules. Each module comprises:

- An introduction to the module content.
- Module outcomes.
- New terminology.
- Core content of the module with a variety of learning activities.
- A module summary.
- Assignments and/or assessments, as applicable.

Resources

For those interested in learning more on this subject, we provide you with a list of additional resources at the end of this course manual; these may be books, articles or websites.



Your comments

After completing Managing Human Resources, we would appreciate it if you would take a few moments to give us your feedback on any aspect of this course. Your feedback might include comments on:

- Course content and structure.
- Course reading materials and resources.
- Course assignments.
- Course assessments.
- Course duration.
- Course support (assigned tutors, technical help, etc.)

Your constructive feedback will help us to improve and enhance this course.

Course overview

Welcome to Managing Human Resources

This course addresses various aspects in managing human resources in an organisation. It begins by outlining the various approaches to human resource management and the evolution of the discipline to its present orientation. The course introduces a holistic approach to human resource management practices that include job analysis, recruitment and placement, training and development, compensation and labour relations and employee security. The course ends with a discussion on the emerging issues in human resource management and the use of various approaches to organisational development.

Managing Human Resources — is this course for you?

Managing human resources in any organisation is interesting and challenging at the same time, as it involves dealing with people. People are the most important asset of any organisation, but can also be one of the most difficult things to manage. The success of an organisation, to a great extent, depends on the management of human resources. Managing human resources is all about getting the right people, giving them the right training and placing them at the right place at the right time. It is also about getting and retaining the best people so that the organisational objectives and goals are attained.

Course outcomes



Outcomes

Upon completion of Human Resource Management you will be able to:

- *review* and *evaluate* the main models, frameworks and theories of human resource management (HRM).
- *discuss* how HRM links with strategies adopted in institutions.
- *show* what HR planning is and why effective enterprises perform it.
- *describe* what are the roles of job analysis and various ways jobs can be designed.
- *explain* the process of acquiring human resources which include recruitment, selection and orientation.
- *discuss* what HR development means to an organisation.
- *discuss* the concepts of rewarding employees which include performance evaluation, compensation and job evaluation.
- *discuss* the key issues in health and safety protection.
- *comment* about the industrial and labour relations issues.
- *debate* issues related to International Human Resource Management (IHRM).
- *discuss* other emerging issues in HRM.

Timeframe



How long?

This course will take approximately 120 hours of study time.

Study skills



Study skills

As an adult learner your approach to learning will be different to that from your school days: you will choose what you want to study, you will have professional and/or personal motivation for doing so and you will most likely be fitting your study activities around other professional or domestic responsibilities.

Essentially you will be taking control of your learning environment. As a consequence, you will need to consider performance issues related to time management, goal setting, stress management, etc. Perhaps you will also need to reacquaint yourself in areas such as essay planning, coping with exams and using the web as a learning resource.

Your most significant considerations will be time and space i.e. the time you dedicate to your learning and the environment in which you engage in that learning.

We recommend that you take time now – before starting your self-study – to familiarise yourself with these issues. There are a number of excellent resources on the web. A few suggested links are:

- <http://www.how-to-study.com/>
- The “How to study” website is dedicated to study skills resources. You will find links to study preparation (a list of nine essentials for a good study place), taking notes, strategies for reading text books, using reference sources, test anxiety.
- <http://www.ucc.vt.edu/stdysk/stdyhlp.html>
- This is the web site of the Virginia Tech, Division of Student Affairs. You will find links to time scheduling (including a “where does time go?” link), a study skill checklist, basic concentration techniques, control of the study environment, note taking, how to read essays for analysis, memory skills (“remembering”).
- <http://www.howtostudy.org/resources.php>
- Another “How to study” website with useful links to time management, efficient reading, questioning/listening/observing skills, getting the most out of doing (“hands-on” learning), memory building, tips for staying motivated, developing a learning plan.

The above links are our suggestions to start you on your way. At the time of writing these Web links were active. If you want to look for more go to www.google.com and type “self-study basics”, “self-study tips”, “self-study skills” or similar.



Need help?



Help

Is there a course web site address?

What is the course instructor's name? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a teaching assistant for routine enquiries? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a librarian/research assistant available? Where can s/he be located (office location and hours, telephone/fax number, e-mail address)?

Is there a learners' resource centre? Where is it located? What are the opening hours, telephone number, who is the resource centre manager, what is the manager's e-mail address)?

Who do learners contact for technical issues (computer problems, website access, etc.)

Assignments



Assignments

There are two Tutor-Marked Assignments (TMA) in this course; each contributing 20 per cent to the total assessment of this course. The details on the procedures for the TMAs are in the Institutional guidelines.

Students should submit their assignments as per the guidelines.

The deadlines for students to submit the two TMAs can be found in the Institutional guidelines as well as the LMS.

Assessments



Assessments

As the end of the semester, a Final Examination is held and contributes 60 per cent to the total assessment of this course. Hence total assessment comprises of:-

Assignment 1	20 per cent
Assignment 2	20 per cent
Final Examination	60 per cent
Total	100 per cent













For more details about the Final Examination, please refer to the Institutional guidelines, and the samples of the Final Examination Question Paper available in the LMS

Getting around this course manual

Margin icons

While working through this course manual you will notice the frequent use of margin icons. These icons serve to “signpost” a particular piece of text, a new task or change in activity; they have been included to help you to find your way around this course manual.

A complete icon set is shown below. We suggest that you familiarise yourself with the icons and their meaning before starting your study.

			
Activity	Assessment	Assignment	Case study
			
Discussion	Group activity	Help	Note it!
			
Outcomes	Reading	Reflection	Study skills
			
Summary	Terminology	Time	Tip