



Rhodes Business School
Leadership for Sustainability

Responsible Leadership | Engaged Business | Integrated Society

Short Course

People Management

NQF Level: 9 (6 Credit Course)

Dates: 4 – 7 September 2017



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1. Introduction

Organizations form a necessary part of our daily lives, but no business organization can exist without people, irrespective of its size. People are the most important resource in the production of goods and services, playing a critical and indispensable role in ensuring business success.

Managers consequently need to develop the knowledge and understanding as well as the competencies and cognitive thought processes necessary to manage people effectively, ensuring the release and utilisation of their full potential.

This module is about the effective management of people in business organizations.

2. Aim of the module

The aim is to develop within students a valid conceptual understanding of the sustainable and strategic management of people, including effective human resource management philosophies, strategies, policies and practices.

3. Module outcome

Evaluate the use of HR philosophies, strategies, policies and practices in developing sustainable organizations and provide advice on (1) how to enhance sustainability through more effective people management practices and (2) how to manage the change

4. Module sub-outcomes

1. Conceptualise the Human Resource Management function as a process and as a sub-system of an organization
2. Understand the role of HRM versus managers in managing people
3. Evaluate and advise on the use of HR philosophies, strategies, policies and practices in developing organizational effectiveness
4. Know & understand the requirements of the course
5. Evaluate the use of HR philosophies, strategies, policies and practices in developing sustainable organizations and provide advice on how to enhance sustainability through more effective people management practices
6. Identify effective people management behavior



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7. Evaluate the impact of relevant labour legislation on human resource management policy and practice and provide advice on effective people management practices
8. Critically evaluate the role of the Human Resource Management function within organizations
9. Analyse work behaviour within organizations and propose changes to be implemented
10. Advise on the implications of motivation theory for human resource management practice
11. Evaluate and advise on the strategic role of the Human Resource Management function within organizations
12. Evaluate and advise on the use of HR philosophies, strategies, policies and practices in developing sustainable organizations
13. Advise how to manage the internal and external stakeholders of the organization sustainably

5. Learning and teaching approach

The assumption is that students have basic work experience in managing and working with other people. A “deep” approach to learning is followed whereby the focus is on thinking/analyzing as opposed to the accumulation/memorizing and repetition of information.

Learners are seen to be active participants in their own learning, responsible for constructing their own knowledge. The role of the lecturer is to facilitate this construction process.

Participants must bring their own device for reading course content (e.g. Laptop or Tablet) as all resources are provided electronically on a Flash Drive.

6. Assessment

6.1 Assignment

For this Module, learners must complete and submit an assignment that counts 60% of the final mark for the Module on an individual basis of between 3000 and 3500 words.

6.2 Labour legislation assessment task

Each syndicate will complete a labour legislation assessment task, which will contribute 10% to the class mark.

6.3 Presentation

Each syndicate will make a final 20-minute class presentation based on a topic discussed in the class.

This presentation will be assessed by members of the class/audience using prescribed presentation assessment criteria provided by the Business School and will contribute 20% of the final mark.





6.4 Class participation

Each student will be assessed on their class participation using the standard criteria provided by the Business School and will contribute 10% of the final mark

7. Programme

The Module is offered from Monday 08h00 4 September – Friday 14h00 7 September - as outlined in the table below.

| Session | Topic | Outcome |
|---------------|---|---|
| Day 1 | | |
| 8.00 - 10.30 | Overview of HRM Organizations as open systems Role of people in organizations Nature and scope of HRM | Conceptualise the Human Resource Management function as a process and as a sub-system of an organization Understand the role of HRM versus managers in managing people Evaluate and advise on the use of HR philosophies, strategies, policies and practices in developing organizational effectiveness |
| 11.00 - 13.30 | HRM role and Strategic HRM | Critically evaluate the role of the Human Resource Management function within organizations Evaluate and advise on the strategic role of the Human Resource Management function within organizations |
| 3.00 – 6.00 | Organizational behaviour: People Management Exercise | Identify effective people management behaviour Analyse work behaviour within organizations and propose changes to be implemented Advise on the implications of motivation theory for human resource management practice |
| Homework | Overview of HRM module | Know & understand the requirements of the course |
| | HRM role and Strategic HRM | Critically evaluate the role of the Human Resource Management function within organizations Evaluate and advise on the strategic role of the Human Resource Management function within organizations |
| Day 2 | | |
| 8.00 - 10.30 | Strategic HRM | Evaluate and advise on the use of HR philosophies, strategies, policies and practices in developing sustainable organizations |
| 11.00 - 13.30 | SA Labour legislation HRM and the legislative environment Implications for policy and practice | Evaluate the impact of relevant labour legislation on human resource management policy and practice and provide advice on effective people management practices |
| 3.00 – 6.00 | Sustainable HRM Sustainability and HR Stakeholders | Advise how managers and the HRM function can contribute to organizational sustainability |





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| Homework | Sustainable HRM Cases | Critically evaluate the contribution of managers and the HRM function to organizational sustainability |
| Day 3 | | |
| 8.00 - 10.30 | Sustainable HRM Cases | Critically evaluate the contribution of managers and the HRM function to organizational sustainability |
| 11.00 - 13.30 | Sustainable HRM: Critical issues [Employee well-being, Employee engagement, Gen Y, Diversity mgt, Talent mgt] | Advise how to manage the internal stakeholders of the organization sustainably |
| 3.00 – 6.00 | Sustainable HRM: Critical issues [Diversity mgt, Gen Y, Decent Jobs, Job creation & Green Jobs] | Advise how to manage the internal and external stakeholders of the organization sustainably |
| Homework | Case Analysis: HRM Cases for Syndicate presentations | Evaluate the use of HR philosophies, strategies, policies and practices in developing sustainable organizations and provide advice on (1) how to enhance sustainability through more effective people management practices and (2) how to manage the change required |
| Day 4 | | |
| 8.00 - 10.30 | Case Analysis: HRM Cases for Syndicate presentations | |
| 11.00 - 13.30 | Case Analysis: HRM Cases for Syndicate presentations | |
| 3.00 – 6.00 | Managing change | Understand how to manage change effectively |
| Homework | | |
| Day 5 | | |
| 8.00 - 10.30 | Managing change | Evaluate change initiatives and advise on change management |
| 11.00 - 14.00 | Syndicate presentations Course Conclusion | Evaluate the use of HR philosophies, strategies, policies and practices in developing sustainable organizations and provide advice on (1) how to enhance sustainability through more effective people management practices and (2) how to manage the change required |



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6. COURSE FEE

The fee for the course will be (TBA) and full payment is required before commencement of the course. This fee includes all course materials for the course, but does not include accommodation or travelling costs

Bank details

Account name: Rhodes University

Branch: First National Bank, Grahamstown (Branch code: 210-717) Account number: 62145503076

Cancellation Policy

Rhodes Business School reserves the right to cancel this course 7 days prior to the start of the course. Payment of the full fee will serve as final confirmation for attending the course, and must be received at least 7 days prior to the start of the course. Due to the costs involved in the course there will be a 25% cancellation fee for any cancellations that are received less than 7 days before the start of the course.

7. VENUE

The course will be held at the Rhodes Business School Teaching Room. Top Floor Theatre Building, Cnr Prince Alfred and Somerset Streets, Grahamstown.

Closing Date for applications: 25 May 2017

8. FURTHER DETAILS

If you have any queries please contact: Ms Aviwe Petsha

Phone: 046-603 8617

Fax: 046-603 8613

Email: a,petsha@ru.ac.za



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REGISTRATION FORM

(PLEASE WRITE CLEARLY. COMPLETE AND FAX BACK TO Ms Aviwe Petsha)

COURSE: People Management

DATES: 4 – 7 September 2017

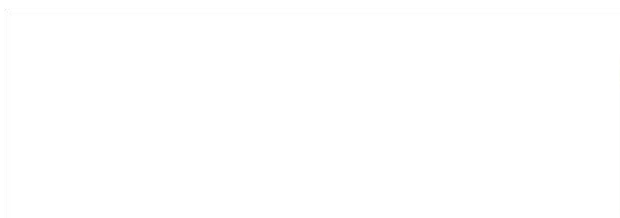
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|----------|-------------|--------|
| Surname: | First Name: | Title: |
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| ID or passport number (required for the certificate): |
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| Organization and designation: |
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| Person and Postal address for the invoice: | Postal address for the certificate (if different): |
| | |

Contact details





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| Office Tel: | Fax: |
| Cell number: | Other: |
| Email: | |

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| Educational Qualifications: |
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I, _____ hereby confirm that the information that I have completed in this application form is correct. I also confirm that I have read the course brochure and accept the conditions set out therein.

Signature

Date

