

## Innovative Human Resources Solutions

Venue: Heatherdale Conference Cntr., Northriding, Johannesburg, SA  
Conference Date: 9<sup>th</sup> – 10<sup>th</sup> July 2009

### Introduction

Managing human resources is one of the key elements in creating competitive advantage in organizations today. To a large extent this fundamental issue has been at the heart of a great deal of the analysis of how organizations coordinate and develop relationships with their people in order to ensure market leadership.

As each successive analysis of 'how to manage' has unfolded, the employment relationship has provided one of the central parts of the debate. Part of the longer debate is what type of relationship does or should exist between those who manage and those who are managed. It is suggested that healthy relationships with staff are fundamental to building competitive advantage.

Line management's capacity to understand their role in the process of building healthy relationships is vital. In the light of this, managers need to be shown that the WAY they treat employees will impact directly on the WAY these employees perform which, in turn, will impact on the capacity of the organization to achieve its strategic goals.

All employees need to understand their contribution to the organization's goals and have clear and actionable objectives. Human Resources Management's and line management roles in building the competency of the individual to achieve their objectives will also be examined.

Essentially organizations should be willing to re-examine their Human Resource Policies, Procedures, Systems and Structures regularly and systematically so as to ensure that they are keeping in line with changes in the environment

### Additional Information

The Human Resources Management Workshop is a module of the Certificate in Management Programme and if successfully completed contributes towards partial fulfilment of the requirements of this qualification, which is accredited by the Council on Higher Education.



## Objectives

This workshop will familiarise the student with the conceptual framework of the key principles of Human Resource Management thus enhancing managerial effectiveness.

After an introduction into the key issues of line management's human resource responsibilities, students are encouraged to apply this learning in their own work environment.

Furthermore focus will be given to contemporary topics "hot topics" in this discipline, which have aroused widespread interest in the business environment, and the implications they have on the student's organisation.

## Contents

- Introduction to Human Resource Management
- Understanding Human Resources Management as a System
- Manpower Resource Planning
  - Assessment of current competency levels and future required competency levels
- Recruitment, Selection & Induction of staff
- Motivation of people and Power Relationships
  - Basic motivation theories, concept of power in organizations
- Development of People
  - Training for job outcomes, Coaching, Mentoring and Development of staff
- Performance Management Systems
  - Performance Appraisals, Rating Competency, Goal Setting and Development of Staff
- Reward and Recognition Systems
- Industrial Relations
- Tripartite relationship between Labor, Business and Government, Grievance and Disciplinary processes

## Outcomes

- Demonstration of understanding of the conceptual framework of Human Resource Management and ability to show how the elements of the framework support each other
- Demonstration of knowledge of key theoretical concepts that underpin Human Resources Management practice
- Ability to critically assess the effectiveness of a Human Resource function in an organization
- Understanding of the relationship between, and the different responsibilities of, Human Resource management and Line Management in creating healthy work environments
- Understanding of the key human resource responsibilities of line management in maintaining healthy relationships with staff
- Ability to demonstrate an understanding of key human resource instruments in the management of people in order to improve results – for example recruitment and selection methodologies, performance management methodologies, human resources planning techniques and grievance and disciplinary frameworks