



Master Consultants Ltd
Growing People, Growing Organizations

COURSE OUTLINE

INTERNATIONAL DIPLOMA IN HUMAN RESOURCE/ PERSONNEL MANAGEMENT

Master Consultants Ltd

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.
P.O.Box 23833-00100 Nairobi, Kenya
Tel: +254 202659865, +254 784 777 662, +254 746 749 569
Website: www.masterconsultants.co.ke
Email: info@masterconsultants.co.ke



Module 1 - HR/Personnel Policy, Strategy and Management

The “resources” of an organization
What is meant by “human resource”
The HR/personnel function
Organization culture:
 internal and external influences
HR/personnel activities in management generally
HR/personnel specialists:
 senior HR/personnel staff
 HR/personnel advisors
 HR/personnel administrators
Strategic aspects of HR/personnel management
The HR/personnel manager:
 as a person
 as a manager
The “technical” or “functional” aspect of a manager’s task
The “human” or “relationships” aspect of a manager’s task
Industrial relations
The HR/personnel manager as the “middleman” between employees and management
How the need for effective HR/personnel management arose
The role of the HR/personnel department
 The HR/personnel policy:
 what it should encompass
 formulation of the policy
 its essentials
 on what it should concentrate
HR/personnel policy and strategy
Operating plans
Effects of establishing an HR/personnel department:
 its pivotal and co-ordinating role
 why all supervisors/managers will still be involved with aspects of the personnel policy
Managers and the HR/personnel policy
Effects of a good HR/personnel policy
Responsibilities of the HR/personnel department:
 sections and their activities:
 employment
 promotion
 training, education and development
 medical
 staff welfare - safety and employee services
 industrial relations
Attributes of the “ideal” HR/personnel manager

Module 2 - Functions of Management, Organization and Structure

Importance to managers of good staff
Corporate objectives of the organization
Corporate policy formulation
Departmental policy formulation
Interpretation of policies
Implementation of HR/personnel department policies:
 stages in the process
Planning:
 the need for planning in business
 plans as routes to objectives

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

- types of planning:
 - strategic
 - tactical
 - operational or activity
- Organising:
 - putting the plans into practice
- Co-ordination:
 - its relationship with organising
 - what it entails
- Motivation:
 - why motivation is necessary
 - what is involved
 - motivating different people and groups of people in different ways
- Controlling:
 - supervision of personnel
 - maintenance of records
- Forecasting:
 - why forecasting is necessary and what is involved
 - the relationship between forecasting and planning
- Budgeting
 - why budgets are produced
- Budgetary control:
 - budget review statements
 - averaging expenditure
 - sub-budgets
 - variances:
 - adverse and favourable
- Dangers of inflexible budgetary control
- Organizations:
 - why there are organizations
 - an organization and its environment
 - the HR/personnel department as a sub-organization and its environment
 - equilibrium
- Organisational Structures:
 - line and staff organisation:
 - differences between line managers and staff managers and their responsibilities
 - functional organisation:
 - advantages
 - possible problems
 - organisation charts:
 - their purposes
 - essential features
 - horizontal charts
 - vertical charts
 - circular charts
 - the need for regular updating
 - dangers of relying too heavily on organisation charts
 - spans of control
 - modifying the organisational structure and spans of control
- Alternative organisational forms:
 - entrepreneurial
 - bureaucratic

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

matrix
Vertical organisational structures
Horizontal organisational structures:
 delaying
 down-sizing
Organisation and job structures:
 job changes
 job mergers
 job rotation
 vertical job changes
 horizontal job changes

Module 3. Communication

The meaning of communication
Importance of effective internal communication
Advantages/benefits of effective communication
Dangers in a poor information flow:
 the grapevine
Communication internally:
 lines of communication
 vertical communication:
 what it might concern
 feedback
 horizontal communication:
 its concern with information
 problems which can arise
 empire building
Communication with external sources
Principles of effective communication:
 identifying the receiver(s)
 using the most suitable channel(s)
 ensuring clarity and understanding
 incorporating provision for feedback
 the changing roles of senders and receivers
 avoiding obstructions and interferences
Oral communication:
 when it might be used
 advantages
 dangers
 “unspoken” communication
 recording oral communications
 communication by telephone and intercom
Forms:
 design and layout
 logical sequence of information
 codes or reference numbers
 accuracy in completion
Approachability
Written communication:
 circumstances in which it is necessary
 different methods:

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

letters
memoranda
reports

The place of the HR/personnel department in ensuring
effective employee/management communication

Module 4 - Manpower Planning, Job Analysis and Job Descriptions, Workgroups

The expansion of organizations:

when a professional HR/personnel manager
becomes essential, and why

HR or manpower planning:

what is involved
what it seeks to achieve
the quality of the workforce
factors affecting labour forecasts
investigating and analysing the existing workforce
typical reasons for manpower planning
errors and problems

the HR/manpower planning process

Self-regulating manpower control

Problems caused by the expansion of organizations

Scientific management:

the division of labour

Organisation and method (O & M) studies:

what they aim to achieve

Work studies:

motion study
work measurement

Procedures for O & M and work studies

Job analysis:

why it is needed
what is involved
on what it should concentrate

Job descriptions:

what they may contain
specimen job description examined

Employee specifications:

purposes and uses

Workgroups:

what they are and why they are formed
formal and informal groupings
stages in the development of workgroups
group norms:

meaning
conformity

group cohesiveness:

factors which encourage it

group effectiveness:

contrasts between ineffective and effective groups
constraints on group effectiveness

group motivation

group interaction - the "team spirit"

changes within groups

Teams and team-building:

characteristics of effective teamwork

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Module 5 - Recruitment and Selection

Recruitment

Reasons for new recruitment

Importance of effective recruitment

Recruitment strategy:

- factors to be considered

Recruitment policy:

interpretation from strategy

- the recruitment policy statement

Internal recruitment:

- meaning

- possible advantages

- ensuring fairness and impartiality

- disadvantages of relying too heavily on

 - internal recruitment

- avoiding problems

Introductions

External recruitment:

- possible sources available to an HR/personnel department

Stages in the process of recruitment and selection

Employment application forms:

- their value and uses

- their design and layout

- information they should require/provide

- logical sequence of questions/answers

- specimen employment application form examined:

 - sections or grouping of information

Attachments to application forms:

- recommendations, references, testimonials

- certificates, diplomas, school reports

- the CV

Preparations for "advertising" a vacant post

Selection

Sorting applications received

Invitations to attend interviews:

- letters of invitation

Declining to make interviews:

- letters declining

Employment interviews:

- their importance and aims

- planning the session

- conducting employment interviews

- correct treatment of candidates

- getting the best from candidates

- interviewing skills

- interviewing assessment and observation sheets

- candidate assessment forms

- interviewing records

Selection tests

Psychometric evaluation

Notification of appointment

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

the letter of appointment
terms and conditions of employment
Dealing with unsuccessful applicants
Quality assurance in recruitment

Module 6 - Induction, Training and Employee Development

What induction involves
Why planned, well organised induction procedures
are so important
Environment induction:
introducing a newcomer to the work environment
what is involved
who might perform it
stages in the process
Job induction:
who might perform it
simplifying the job for ease of understanding and
quick learning
Introducing new employees to their work groups:
avoiding problems with existing members
action to encourage smooth integration
Induction courses:
the education & training centre
Follow-up and monitoring progress:
new employee progress reports
performance appraisal
follow-ups
The trial or probationary period:
what is involved
advantages to the employing organization
benefits to the newcomer
Training and development:
the importance of training employees
advantages which accrue from training
retraining
Assessing training and development needs:
the learning organization
corrective training
conversion training
advancement training
potential training and development needs
alternative training and development processes:
low investment processes
medium investment processes
high investment processes
On-the-job training
Continuous training and development:
advantages which can accrue
Categories of training:
craft training
activity training
professional training
on-the-job and off-the-job training
Methods of training:
demonstrations

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

- skill practice
- lectures and talks
- discussions
- case studies
- role-playing exercises
- in-tray exercises

Training for mature and experienced employees:
management or business games

Audio visual aids to training
The training officer

Module 7 - Health and Safety, Security and Welfare

The meanings in an HR/personnel context of:
hazard, health, safety, accident, welfare
The HR/personnel department's responsibilities
Environmental factors
Work process factors
Causation factors
Risk assessment:
reasons why it is carried out
what it should involve
using the results to prevent or reduce accidents

Preventing accidents:
Creating safety consciousness through:
posters and notices
films and videos
fear techniques
discipline: rules and regulations
role play
safety training and coaching

Making people safe:
newcomers
experienced workers
supervisors

Making the job safe
Making the work environment safe
Training in the handling of machinery and equipment:
practical example
Safety committees

Fire prevention and firefighting:
works equipment and trained firefighters
segregation of inflammables
prohibition of smoking:
"no smoking signs"
fire alarms
fire-fighting equipment and instructions
fire drills and evacuation drills
fire wardens and their duties

Medical facilities:
pre-engagement medical examinations
medical checks
medical centres and nurses
first aid training and kits
advantages to employer and employees
reducing lost man-hours

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

- Duties of security personnel:
 - with regard to outsiders
 - with regard to employees
- Precautions against theft and pilfering:
 - problems pilfering can cause HR/personnel staff
 - action to reduce or eliminate theft and pilfering
- Duties of safety personnel
- Employee welfare
- Welfare and welfare officers in:
 - small enterprises
 - large enterprises:
 - canteen facilities
 - motor vehicle parking
 - recreational facilities
 - the "clubhouse"
 - sports facilities
 - workers' committees
- Educational and occupational training

Module 8 - Motivation, Employee Counselling, Resignations and Retirement

- Task needs and relationships needs
- Changes in management attitudes:
 - "scientific management":
 - principles on which it was based
 - contemporary attitudes:
 - principles on which they are based
- Contributors and theorists:
 - Mayo: the "Human Relations Movement"
 - the Hawthorne Experiment
 - Maslow: Hierarchy of Human Needs:
 - low-level needs and higher-level needs categorised and described
 - adaptation to the workplace
 - Herzberg: Motivation Hygiene Theory:
 - motivators and hygiene factors
 - actions needed by management
 - McGregor: Theory X and Theory Y managers:
 - comparison of extremes
 - consistency
 - Ouchi: Theory Z
 - responsibilities of management and employees
 - attitudes, loyalty, collectivism
- Appraisal of managerial styles:
 - task-oriented and relationships-oriented
- Reddin: effective and ineffective management styles
- Managerial styles in HR/personnel management
- The manager and subordinates:
 - differences
 - managerial responsibilities
- The correct attitudes of managers and supervisors
 - towards their subordinates:
 - being understanding
 - showing interest
 - approachability
 - building respect and loyalty

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

- setting good examples
- encouragement and praise
- delegation of responsibility:
- actions to avoid

The necessity for training in modern managerial and supervisory techniques:
for newcomers, for promotion
refresher courses

- the role of the HR/personnel department

Delegation of responsibility

Disciplinary action:

- steps to be taken and procedures to be followed
- acting firmly and decisively

Psychological health considerations:

- definitions of: morale, distress, anxiety, depression, burnout

Work-related stress:

causes:

- the job itself
- lack of training
- excessive or insufficient responsibility
- working conditions
- management attitudes
- relationships with work colleagues
- different responses to stress
- job design and work organisation
- balancing job demands and pressure

Bullying in the workplace

Harassment in the workplace:

- sexual harassment

Formulating and enforcing a bullying & harassment policy

Employee counselling:

- its importance in avoiding the necessity for disciplinary action
- what it should - and should not - involve
- signs that counselling is necessary
- the approach
- methods of handling
- causes of work-related problems
- essentials for successful counselling

Inter-personnel problems:

- troubleshooters

Resignations:

- unavoidable resignations
- avoidable resignations
- exit interviews:
 - ascertaining the reasons for resignations
- unintended resignations

Retirement:

- meaning and how it arises
- planning

Module 9 - Industrial Relations (1)

The background

Trade unions:

- their main aims and activities

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

advantages and disadvantages claimed for union recognition
the role of shop stewards and their activities conveners

shop stewards committees
joint shop stewards committees

Collective bargaining:
employers' associations
negotiating with more than one union

Industrial action:
why it might be taken
the different forms it might take:
overtime bans
non-co-operation
working to rule
go-slows
strikes
work-ins and sit-ins

Joint consultation:
aims
ingredients for success

Staff associations

White collar unions

The need for impartiality in dealing with different groups of workers

Negotiating with both a trade union and a staff association

The HR/personnel manager's role in securing
industrial harmony

Industrial tribunals

Industrial advisory service

Redundancy:
why it might become necessary
what is involved
the "last in, first out" policy
redundancy pay and its computation

Dismissals:
oral and written warnings
action which can be taken in the circumstances
being firm - taking action when warranted

Government participation and intervention:
reasons for taking action
forms which participation might take
political control of trade unions
fixed pay rise policies

Module 10 - Industrial Relations (2)

Job evaluation:
evaluation studies, their aims
the "values of jobs"
practical example

Work Study

Job ranking:
job grading
job rating
pay scales and differentials

The common wage index

The average wage factor

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

Practical examples from:

- manufacturing enterprises
- service-providing enterprises

The industrial relations officer:

- duties and responsibilities

Dealing with employee grievances:

- grievance procedure
- pay grievances

job content grievances:

- role perception

Job design and redesign:

- factors involved
- specialisation and discretion dimensions

Job rotation:

- what is involved
- possible benefits
- problems which can arise

Job enlargement:

- what is involved - "horizontal" expansion of tasks
- possible benefits and dangers

Job enrichment:

- the aims
- what is involved
- short-term and long-term effects

Rewards:

- extrinsic rewards
- intrinsic rewards

Handling employee relations problems:

- practical checklist

Payrolls and pay slips:

- what information they contain
- their preparation and their uses

Co-operation with the finance department

Promotion policy:

- bases for promotion
- vertical and horizontal promotion
- promotion prospects as a motivating factor

Management's responsibilities towards the community

Module 11 - Remuneration

Wages and salaries

Pay related issues to be considered

The pay structure

Formulating an acceptable remuneration policy:

the two -edged problem for management:

- factors to be considered

Implications for the HR/personnel manager Solving

problems created by a remuneration policy

- unacceptable to the workforce or accepted under protest

Systems of remuneration:

- time rates
- piece work rates
- bonus or incentive schemes
- types of commission
- targets

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

- other incentives
- Allowances
 - travel allowance
 - entertainment allowance
 - overseas allowance
 - unsocial working hours
- Standard employee benefits:
 - holiday or leave with pay entitlements:
 - what this means
 - variations
 - sickness benefit:
 - sick notes
 - maternity leave
- Additional (or fringe) benefits:
 - the need for a "remuneration package":
 - employee expectations
 - employee retention
 - employee motivation
 - tax implications
 - loans and advances
 - pensions or superannuation funds
 - company pension funds or occupational pension schemes
 - medical or health insurance
- Flexible working time:
 - what is involved
 - possible advantages for employees and employers
- The shorter working week
- Constructing a benefits "package":
 - objectives
 - policy considerations
 - compatibility with organizational objectives
 - what employees really want
 - impact on employee relationships
- Problems which might be encountered
 - the HR/personnel manager's stabilising role
- Equal opportunity:
 - legislation against discrimination
 - sex discrimination
 - racial and religious discrimination
 - disabled persons
- Equal opportunity policies
 - aims
 - monitoring
 - women in management:
 - methods of encouragement for women
 - to apply and train

Module 12 - Personnel Records and Statistics

- What "records" consist of
- What personnel records comprise
- Information likely to be maintained about employees:
 - personnel codes or numbers
 - personal details: names, address, date of birth, marital status
 - date of joining
 - jobs or posts

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke



Master Consultants Ltd

Growing People, Growing Organizations

pay scale
current entitlements
contributions/deductions
medical history
Formats of personnel records
Manual summary records:
loose cards
loose-leaf cards
visible cards
Computerised summary records
Documents relating to present and future employees
Records of past employees:
what information might be needed, and why
microfilming
Records of non-employees
Uses of recorded information
Uses of recorded information
Statistical data:
the rate of labour turnover
the stability index
accident level statistics
holiday entitlement statistics
absenteeism statistics
lost man-hour statistics
manipulating recorded data to produce statistics
of value to the HR/personnel department
Reports:
routine reports
special reports
compilation: obtaining the facts
analysing
presentation
features of a good report
Computers in the HR/personnel department:
characteristics of computers
advantages of databases
computer--produced reports and statistics
Avoiding problems in introducing computerisation:
in the enterprise as a whole
in the HR/personnel department
Employee involvement in the development and
installation of computer systems
Learning organizations:
The HR/personnel manager's role

Westcom Point, 2nd Floor, Mahiga Mairu Avenue, Westlands, Nairobi.

P.O.Box 23833-00100 Nairobi, Kenya

Tel: +254 202659865, +254 784 777 662, +254 746 749 569

Website: www.masterconsultants.co.ke

Email: info@masterconsultants.co.ke