# THE INSTITUTE OF PEOPLE MANAGEMENT OF ZIMBABWE (IPMZ)

## CURRICULUM HANDBOOK

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1. BACKGROUND TO THE INSTITUTE

The IPMZ is a voluntary association of people with an interest in Human Resource Management, who want to improve their knowledge of, and skill in, professional personnel practices and principles. The Institute started in Zimbabwe in 1960 and the first examinations were written in 1965 when IPMZ was first registered. The Institute promotes professionalism by establishing appropriate qualifications, defining codes of conduct, promoting research, spreading knowledge of human resource management, human resource development and labour relations, and liaising with relevant authorities concerning professional manpower policies and practices.

The IPMZ was registered in Zimbabwe under the Vocational Training Act, 1978 in terms of subsection (2) of section 27 of the Act. The Institute offers professional qualifications by correspondence, in the fields of Human Resource Management, Human Resource Development and Labour Relations at the Diploma level and in Human Resources Management at the Higher National Diploma level. In contrast to academic courses, these courses are not only academic but practical as well, with a professional focus. The IPMZ therefore offers practical skills for human resource development applicable to the workplace. This is the IPMZ niche.

Each correspondence Diploma course now takes 18 months excluding the mandatory 6 month period of attachment for a total of 24 months. Previously the diploma was completed in 12 months of part-time study. The Higher diploma is still completed in 24 months, including an attachment period of 6 months. After successful completion of a series of assignments and a three-hour examination per subject, candidates receive the IPMZ Diploma. A certificate is issued for each subject passed at both the Diploma and Higher Diploma level. The Diploma now constitutes 10 subject modules and the Higher Diploma students must pass 8 subjects plus successfully completing a research dissertation.
2. VISION, MISSION AND VALUES

VISION

To be a world class centre for excellence for Human Resource Management Practice

MISSION

We continuously develop, deliver and regulate the Human Resource Management profession

VALUES

Integrity, Excellence, Diversity, Continuous Learning

Enabled by strategic pillars

- Learning and Growth
- Operational Excellence
- Professional Membership
- Stakeholder Engagement
- Financial
3. CAREER OPPORTUNITIES

A host of opportunities are available to candidates who have successfully completed the IPMZ Diplomas. They can work in various categories in industry, commerce and the public sector, which include, Personnel Officer, Labour Relations Officer, Salary Administration Clerk, Training Manager, Human Resources Director, Salaries and Compensation Manager, Manager Welfare among others.

4. THE CURRICULUM

In line with its Vision, Mission and Values the Institute of People Management of Zimbabwe (IPMZ) has developed a curriculum. The curriculum was a culmination of research done by the IPMZ in 2007, a Stakeholder Survey done in 2010 which consulted CEOs, leading Human Resources Practitioners from the public and private sector plus leading universities like the Midlands State University (MSU). After the consultative process, recommendations from this wide array of experts were used to design the curriculum.

5. THE DIPLOMA STRUCTURE

The following curricular changes will be implemented starting with October 2011 Diploma and Higher Diploma Exams:

The Three IPMZ Diplomas

A student may choose from any of the following three Diplomas:

1. The Diploma in Human Resource Management (Dip HRM)
2. The Diploma in Human Resource Development (Dip HRD)
3. The Diploma in Labour Relations (Dip LR)

5.1 The Diploma in Human Resource Management (Dip HRM)

To obtain the Diploma in Human Resources Management (Dip HRM), a student must pass 10 subjects, 6 of which are compulsory and a choice of 4 subjects. Table 3.1 illustrates the structure of the Diploma in Human Resources (Dip HRM):
Table 1: Structure of the Diploma in Human Resources (Dip HRM)

<table>
<thead>
<tr>
<th>1. The Diploma in Human Resource Management (Dip HRM)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section A-Compulsory (6 subjects)</strong></td>
</tr>
<tr>
<td>Human Resource Management</td>
</tr>
<tr>
<td>Recruitment and Selection</td>
</tr>
<tr>
<td>Industrial Psychology</td>
</tr>
<tr>
<td>Public Relations</td>
</tr>
<tr>
<td>Management of Information Systems (MIS)</td>
</tr>
<tr>
<td>Financial Accounting</td>
</tr>
<tr>
<td><strong>Section B-Choice of two (2 subjects)</strong></td>
</tr>
<tr>
<td>Introduction to Law</td>
</tr>
<tr>
<td>Reward Management</td>
</tr>
<tr>
<td>Human Capital Planning</td>
</tr>
<tr>
<td><strong>Section C-Choice of two (2 subjects)</strong></td>
</tr>
<tr>
<td>(Choose two subjects, one from Section B of the Diploma in Human Resources Development and one from section B of the Diploma in Labour Relations)</td>
</tr>
</tbody>
</table>

5.2 The Diploma in Human Resource Development (Dip HRD)

To obtain the Diploma in Human Resources Development (Dip HRD), a student must pass 10 subjects, 6 of which are compulsory and a choice of 4 subjects. Table 3.2 illustrates the structure of the Diploma in Human Resource Development (Dip HRM):

Table 2: Structure of the Diploma in Human Resource Development (Dip HRD)

<table>
<thead>
<tr>
<th>1. The Diploma in Human Resource Development (Dip HRD)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Section A-Compulsory</strong></td>
</tr>
<tr>
<td>Human Resource Management</td>
</tr>
<tr>
<td>Training Techniques</td>
</tr>
<tr>
<td>Management of Training</td>
</tr>
<tr>
<td>Public Relations</td>
</tr>
<tr>
<td>Management Information Systems (MIS)</td>
</tr>
<tr>
<td>Financial Accounting</td>
</tr>
<tr>
<td><strong>Section B-Choice of two (2 subjects)</strong></td>
</tr>
<tr>
<td>Industrial Psychology</td>
</tr>
<tr>
<td>Introduction to Law</td>
</tr>
<tr>
<td>Management Development</td>
</tr>
<tr>
<td><strong>Section C-Choice of two (2 subjects)</strong></td>
</tr>
<tr>
<td>(Choose two subjects, one from Section B of the Diploma in Human Resources and the other from section B of the Diploma in Labour Relations)</td>
</tr>
</tbody>
</table>
5.3 The Diploma in Labour Relations (Dip LR)

To obtain the Diploma in Labour Relations (Dip LR), a student must pass 10 subjects, 6 of which are compulsory and a choice of 4 subjects. Table 3.3 illustrates the structure of the Diploma in Labour Relations (Dip LR):

Table 3: Structure of the Diploma in Human Resource Development (Dip LR)

<table>
<thead>
<tr>
<th>Section A Compulsory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource Management</td>
</tr>
<tr>
<td>Employment Law</td>
</tr>
<tr>
<td>Employment Relations</td>
</tr>
<tr>
<td>Labour Economics</td>
</tr>
<tr>
<td>Management of Information Systems (MIS)</td>
</tr>
<tr>
<td>Financial Accounting</td>
</tr>
</tbody>
</table>

Section B- Choice of two (2 subjects)

<table>
<thead>
<tr>
<th>Industrial Psychology</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction to Law</td>
</tr>
<tr>
<td>Safety, Health and Wellness</td>
</tr>
</tbody>
</table>

Section C-Choice of two (2 subjects)

(Choose two subjects, one from Section B of the Diploma in Human Resources Development and the other from section B of the Diploma in Human Resources Management)
There are now 8 subjects in the Higher Diploma Curriculum. Students must pass 8 subjects, and successfully complete a research-based Dissertation to the satisfaction of the examiners in order to attain this qualification.

<table>
<thead>
<tr>
<th>HUMAN RESOURCES(SUBJECTS)</th>
<th>BUSINESS (SUBJECTS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principles of Management</td>
<td>Business Finance</td>
</tr>
<tr>
<td>Communication and Motivation</td>
<td>Business Economics</td>
</tr>
<tr>
<td>Performance Management and Productivity</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>Organisation Development</td>
<td>Leadership, Corporate Governance and Ethics</td>
</tr>
<tr>
<td>Strategic Management</td>
<td>Business Statistics</td>
</tr>
<tr>
<td>Research Methods(Compulsory)</td>
<td></td>
</tr>
<tr>
<td>DISSERTATION</td>
<td></td>
</tr>
</tbody>
</table>

a) You have to choose four subjects from the HR Management Column
b) You have to choose a three subject from the Business Column
c) Research Methods and Dissertation are compulsory
d) A Higher Diploma will only be conferred on a student who has done a dissertation
e) Total 8 Subjects plus a Dissertation)
f) April Exams are the last to be written under the Old Curriculum and October exams will be under the curriculum.
7. **DIPLOMA LEVEL MODULES’ SYLLABI**

7.1 **SUBJECT: Human Resources Management: Module 1**

COURSE LENGTH DESIGN: 200 Hours

**AIM OF THE COURSE:**

The aim of the course is to provide students with knowledge on all the relevant facets of Human Resources Management.

**COURSE OBJECTIVES:**

On completion of the course, students should be able to:-

1. Provide an overview of human resources management
2. Describe the nature of human resources work.
3. Outline the importance of utilising effective recruitment and selection techniques and tools in organisations.
4. Identify the key issues concerning employee appraisal and remuneration.
5. Define job evaluation and evaluate the influence of technological change, ‘‘red-arching,’’ demand and supply issues and grading differentials on job evaluation.
6. Discuss employee benefits and explain the legal aspects for the provision of provident funds.
7. Explain the obligations of the employer and employee on health and safety legislation and the legal sanctions which may be imposed.
8. Outline the role of the National Social Security Authority in an organisation and the nation as a whole.

**COURSE CONTENT:**

1. **An Overview of Human Resources Management**
   1.1 Outline the nature of human resources work
   1.2 Discuss the dual purpose of human resources management
   1.3 Explain how human resources management can contribute to the development of Zimbabwe
   1.4 Predict the future of human resources management

2. **Recruitment and Selection**
   2.1 Explain the terms ‘‘recruitment’’ and ‘‘selection’’
   2.2 Outline the purpose of recruitment.
   2.3 Explain the meaning and importance of human resource planning.
2.4 Differentiate between a job description and a Person specification.
2.5 Identify the seven main steps in the process of recruitment and selection.

3. Preparing the Job Description

3.1 Discuss job analysis as the basis of all human resources activities
3.2 Identify the components of a job
3.3 Explain what is meant by job title
3.4 Write a job summary
3.5 Explain the process of job analysis
3.6 Outline the conditions of employment

4. Preparing the Person Specification

4.1 Define person specification
4.2 Outline the essential elements of a person specification
4.3 Discuss the importance of the following elements of a person specification:
   1. Age
   2. Appearance
   3. Educational requirements
   4. Skill and experience
   5. Work habits
   6. Personal characteristics
   7. Health and physique
   8. Hobbies and interests

5. Recruitment and the Job Advertisement

5.1 Construct a framework for carrying out the selection process
5.2 Describe the purpose of job application forms
5.3 Discuss the importance of job interviews
5.4 Distinguish between the different type of selection tests
5.5 Outline the role of medical examinations in the selection process
5.6 Discuss the role of the final interview
5.7 Outline guidelines for the job interview

6. The Selection Process

6.1 Construct a framework for carrying out the selection process
6.2 Describe the purpose of job application forms
6.3 Discuss the importance of job interviews
6.4 Distinguish between the different type of selection tests
6.5 Outline the role of medical examinations in the selection process
6.6 Discuss the role of the final interview
6.7 Outline guidelines for the job interview

7. Training Needs Analysis

7.1 Explain the difference between education, training and development
7.2 Outline the concept of performance gap
7.3 Define training needs
7.3 Describe the process of training needs analysis

8. Training Objectives

8.1 Set training objectives for an organisation
8.2 Outline the purpose of training objectives
8.3 Discuss the characteristics of objectives

9. Training Courses

9.1 Describe the uses of training courses
9.2 Identify the target population for training
9.3 Conduct different training courses

10. Training Techniques

10.1 Outline the different types of training techniques
10.2 Identify and apply training techniques to a particular situation
10.3 Describe the role of instructional techniques

11. Evaluation of Training

11.1 Design an evaluation of training programme
11.2 Outline the levels of evaluation of training
11.3 Discuss the benefits of training

12. Job Evaluation

12.1 Define job evaluation
12.2 Explain the concept of reward management
12.2 List the factors affecting reward management
12.3 Outline the elements of job evaluation
12.4 Describe the process of job evaluation
12.5 Discuss job evaluation systems
12.6 Provide examples of some commercial Zimbabwean job evaluation systems
12.7 Discuss the benefits of job evaluation
13. **Reward Management**

13.1 Outline the principles of reward management
13.2 Describe the policies of reward management
13.3 Discuss the strategies of reward management
13.4 Explain the importance of salary reviews
13.5 Identify promotion policies

14. **Salary Structure**

14.1 Define salary/pay structure
14.2 List the criteria for pay structures
14.3 Describe the process of developing a pay structure
14.4 Discuss the role of salary surveys

15. **Accident Sequence**

15.1 Outline the reasons for poor performance of line supervisors
15.2 Define an accident
15.3 Investigate the causes of accidents in the workplace
15.4 Apply the Domino Sequence in explaining the causes of accidents
15.5 Discuss ways in which accidents can be reduced
15.6 Discuss the management responsibilities in an organisation
15.7 Outline the responsibilities of a supervisor in an organisation

16. **Health**

16.1 Define health
16.2 Describe the importance of health at work
16.3 Explain the concept of social health
16.4 Outline the importance of physical health at work
16.5 Discuss the importance of mental health at work
16.6 Discuss the factors affecting the organisation of a Health Department
16.7 Provide an overview of the organisation of a Health Department

17. **The Place of Welfare Work in Industry**

17.1 Define welfare
17.2 Discuss the economic, social and technical factors affecting industrial welfare
17.3 List the welfare aspects of human resources work
17.4 Describe the place of welfare work in industry
17.5 Discuss general welfare problems
17.6 Outline the function of welfare

18. Introduction to Industrial Relations

18.1 List the participants in the industrial relations system
18.2 Explain what is meant by group understanding
18.4 Define industrial discontent
18.5 Discuss the causes of industrial discontent

19. Negotiation and Collective Bargaining

19.1 Outline the major provisions of the Labour Relations Act (1985) amended 2005
19.2 Describe workers’ committee-guidelines
19.3 Define negotiation
19.4 List the elements of negotiation
19.5 Provide an overview of the objectives of negotiation
19.7 Describe different approaches to negotiation

20. Industrial Relations at Enterprise Level

20.1 Outline industrial relations policies and procedures
20.2 Describe the Code of Conduct or Disciplinary Code
20.3 Discuss the requirements of the disciplinary interview
20.4 Identify the importance of disciplinary action forms
20.5 Outline the grievance procedure

21. Counselling on Personal Problems

21.1 Explain the need for counselling
21.2 Outline the goals of counselling
21.3 Discuss the essential qualities of the counsellor
21.4 Describe the counselling helping process

RECOMMENDED READING:

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

The aim of the course is to impart knowledge to students on the application of recruitment and selection techniques and the ability to evaluate the correctness of occupational placements.

COURSE OBJECTIVES:

On completion of the course, students should be able to:-

1. Outline the questions to ask before recruiting
2. Distinguish between person specification, person profiling and job profiling
3. Identify internal and external sources of recruitment
4. Discuss the steps in assessment and the main type of assessments
5. Outline the steps used in the selection interview
6. Discuss the procedures involved in On-Boarding as a new technique in induction at the work place.

<table>
<thead>
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<th>Object</th>
<th>Topic</th>
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<td>2</td>
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</tr>
<tr>
<td>3</td>
<td>Preparing the person specification</td>
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<tr>
<td>4</td>
<td>Recruitment and Job Advertisement</td>
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</tr>
<tr>
<td>5</td>
<td>The Selection Process</td>
<td>8%</td>
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<tr>
<td>6</td>
<td>Training Needs Analysis</td>
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<td>7</td>
<td>Training Objectives</td>
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<td>9</td>
<td>Training Techniques</td>
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<td>10</td>
<td>Evaluation of Training</td>
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<td>11</td>
<td>Job Evaluation</td>
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<td>12</td>
<td>Reward Management</td>
<td>5%</td>
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<tr>
<td>13</td>
<td>Salary Structure</td>
<td>5%</td>
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<tr>
<td>14</td>
<td>Accident Sequence</td>
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<tr>
<td>15</td>
<td>Health</td>
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<tr>
<td>16</td>
<td>The Place of Welfare Work in Industry</td>
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<tr>
<td>17</td>
<td>Introduction to Industrial Relations</td>
<td>5%</td>
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<tr>
<td>18</td>
<td>Negotiation and Collective Bargaining</td>
<td>5%</td>
</tr>
<tr>
<td>19</td>
<td>Industrial Relations at Enterprise Level</td>
<td>5%</td>
</tr>
<tr>
<td>20</td>
<td>Counselling on Personal Problems</td>
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</tr>
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<td></td>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
7. Discuss the reasons why the line manager should be involved in staff selection and co-ordination of placement.
8. Distinguish between particularism and universalism as they relate to recruitment and selection

COURSE CONTENT:

1. Introduction to Recruitment and Selection
   1.1 Explain the terms recruitment, selection, task, occupation and job
   1.2 Distinguish between person specification, person profiling and job profiling
   1.3 Outline the basic steps in the recruitment selection and placement processes
   1.4 Trace the changing patterns in recruitment, selection and placement to date
   1.5 Identify the questions to ask before recruiting
   1.6 Discuss the need to use advanced methods of recruitment and selection.

2. Recruitment
   2.1 Explain the terms labour market, recruitment, selection and advertising
   2.2 Outline the behaviours of both employers and employees on the labour market that enable them to compete effectively
   2.3 Identify internal and external sources of recruitment.
   2.4 Discuss the advantages and disadvantages of advertising
   2.5 Describe the role of E-recruiting in organisations
   2.6 Outline the legal provisions in Zimbabwe prohibiting discriminatory practices in recruitment, selection and placement

3. Steps in Assessment
   3.1 Explain the terms assessment, assessment centre and selection tests
   3.2 Discuss the main types of assessments used in selection testing
   3.3 Explain the role of the application form in the selection process
   3.4 Outline the importance of reference checks in the selection process
   3.5 Describe the activities that are undertaken in assessment centres

4. The Selection Interview
   4.1 Describe the concept of a pre interview
   4.2 Identify the types of interviews and interview techniques that an organisation can employ
   4.3 Outline the actions required in the preparation of an interview
   4.4 Discuss the role and importance of interviews in organisations
4.5 Identify the skills required by an interviewer to avoid bias, prejudice and the *halo effect*. 
4.6 Explain the key points with regard to note taking during interviews and controlling interviews.

5. **Induction, Administration and Follow-Up**

5.1 Explain the concept of Induction (On-Boarding)
5.2 Describe the purpose and process of induction
5.3 Outline the importance of the follow up exercise after the placement of new staff.
5.4 Discuss the steps involved in On-Boarding as a new technique in induction at the workplace
5.5 Outline the purpose of the new comer model in On-Boarding

6. **Co-ordination and Trends**

6.1 Describe the need for coordination of activities within the human resources management department
6.2 Distinguish between the roles of the human resources manager and the line manager in selection and recruitment
6.3 Predict future training trends within an organisation
6.4 Describe how the human resources manager is a resource to the line manager.
6.5 Outline the reasons why the line manager should be involved in staff selection and coordination of placement

7. **Particularism vs Universalism**

7.1 Distinguish between the concepts of particularism and universalism
7.2 Describe how the concepts of particularism and universalism influence decisions made concerning work relationships especially by human resources managers
7.3 Discuss how the concepts of particularism and universalism affect the process of recruitment, selection and placement

**RECOMMENDED READING:**


<table>
<thead>
<tr>
<th>Object</th>
<th>Topic</th>
<th>Weighting %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction to Recruitment and Selection</td>
<td>10%</td>
</tr>
<tr>
<td>2</td>
<td>Recruitment</td>
<td>20%</td>
</tr>
<tr>
<td>3</td>
<td>Steps in Assessment</td>
<td>15%</td>
</tr>
<tr>
<td>4</td>
<td>The Selection Interview</td>
<td>20%</td>
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<tr>
<td>5</td>
<td>Induction, Administration and Follow-up</td>
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<td>6</td>
<td>Co-ordination and Trends</td>
<td>10%</td>
</tr>
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<td>7</td>
<td>Particularism vs Universalism</td>
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<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

7.3 SUBJECT: Safety, Health and Wellness : Module 3

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to develop in the student a sound awareness of personal and group health and safety law, practices and procedures.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Explain the meaning of accident prevention
2. Describe the role of management in accident prevention
3. Identify causes the causes of poor performance of line supervisors
4. Outline the application of the ICEBERG effect in loss control
5. Distinguish between financial, legal and moral responsibilities
6. Explain the difference between responsibility, authority and accountability
7. Conduct training of personnel in loss control at the workplace
8. Describe briefly what is meant by the concept health
9. Identify the three interrelated factors which influence health
10. Outline the major health objectives
11. State the main reasons which motivate employers to provide health services for their workers
12. Discuss how you will set about establishing an Industrial health programme
13. Explain why the objectives of an organisation should be clearly established and agreed upon.

COURSE CONTENT:

1. Management and Accident Prevention
   1.1 Outline the importance of accident prevention
   1.2 Identify causes of accidents
   1.3 Discuss the role of management in accident prevention
   1.4 Describe the application of the domino effect in accident prevention

2. Accident Sequence
   2.1 Define an accident
   2.2 Identify causes of accidents
   2.3 Explain the concept of domino effect
   2.4 Apply the domino effect in accident prevention
   2.5 Describe the MBO system

3. Causes and Remedies
   3.1 List the direct causes of accidents
   3.2 Identify the general remedies for accidents prevention
   3.3 Outline the general accident prevention measures using the 5 E’s

4. Management Responsibilities
   4.1 Explain the critical role of management in accident prevention at the workplace
   4.2 Describe the financial responsibilities of management
   4.3 Outline the application of the ICEBERG effect in loss control
   4.4 Discuss the legal responsibilities of management
   4.5 Outline the moral responsibilities of management

5. Supervisor’s Responsibilities
   5.1 Explain the major responsibilities of a supervisor in accident prevention
   5.2 Distinguish between financial, legal and moral responsibilities
6. **Personnel Department Involvement**

6.1 Explain the critical role the HR Department plays in the loss control programme of the organisation

6.2 List the documents the HR should put in place to assist the loss control co-ordinate

7. **Safety Organisation**

7.1 Discuss the role of management in safety/loss control in an organisation

7.2 Describe the role of the steering committee in safety

7.3 Outline the role of the Safety/Loss Control Officer in an organisation

7.4 Discuss the reasons why the personnel department’s continuous involvement in the safety/loss control programme is of the utmost importance.

**RECOMMENDED READING:**


WHO Fact Sheet No 220 (2010), Mental Health : Strengthening Our Response, Geneva.


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AIM OF THE COURSE:

This module seeks to develop in the student an appreciation of reward systems in general, and in particular the fact that these consist of organisation integrated policies, processes and practices for rewarding its employees in accordance with their contribution, skill and competence and their market worth.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Administer wage and salary administration within an organisation
2. Design a compensation policy for an organisation
3. Outline the importance and implications of reward management
4. Outline the relevance of job content and measurement
5. Describe the influence of market value and legislation on salary levels
6. Describe the basis on which remuneration is based and the various considerations before employee level of remuneration are fixed.
7. Identify the role of supplementary payments in an organisation
8. Discuss the importance of fringe benefits in reward management
9. Discuss the methods and procedures used in wage and salary administration
10. Administer wage and salary administration within an organisation
11. Design a compensation policy for an organisation

COURSE CONTENT:

1. Meaning and Implications of Reward Management
   1.1 Identify the main reward considerations in modern society
   1.2 Describe the major employer's objectives in wage and salary administration
   1.3 Outline the benefits of a sound reward management program to employees
   1.4 Discuss the wage and salary criteria that help establish pay levels in individual organisations
   1.5 Outline the principles of wage and salary administration
   1.6 Examine the model determinants of pay satisfaction
   1.7 Identify the three manifestations of pay dissatisfaction among employees
2. **Job Content and Measurement [Internal Equity]**

2.1 Describe Human Resources functions for which job descriptions can be used.
2.2 Explain the concept of job evaluation
2.3 Outline the four traditional methods of job evaluation
2.4 Discuss the newer methods of job evaluation
2.5 Explain why the “job family” concept is important in salary administration

3. **The Influence of Market Value and Legislation on Salary Levels [External Equity]**

3.1 Outline the main value of the Market Value Theory
3.2 Explain what the “concept of absolute values” means
3.3 Indicate the main differences between national, industry and local salary and benefit surveys.
3.4 Discuss the main advantages of a survey conducted by a consultant
3.5 Describe the main disadvantages to a company paying either too high or too low Salaries.

4. **Salary Planning and Policy**

4.1 Identify the three main types of salary scales.
4.2 Describe the four steps necessary before arriving at a salary structure
4.3 Outline the main purpose of employee appraisal from Remuneration Management point of view
4.4 Discuss the major types of appraisal systems
4.5 Describe the six basic rules applicable to the salary planning process.
4.6 Discuss the six criteria that should be effective for salary planning.
4.7 Outline the factors to be considered in budgeting payroll costs.

5. **Supplementary Payments**

5.1 Describe the main factors upon which the decision to place work on an incentive basis of payment depends.
5.2 Outline the methods available for establishing work standards which form the basis of work measurement
5.3 Discuss the essential requirements of a sound wage incentive programme
5.4 Identify the primary types of incentives that are commonly used
5.5 Describe the major requirements for a sound profit sharing plan
5.6 Discuss the basic forms of incentives for executives
5.7 Outline the reasons why companies must give special attention to the question of fair and adequate compensation of professionals
6. **Fringe Benefits**

6.1 Discuss the reasons why companies adopt fringe benefits programmes
6.2 Describe the types of fringe benefits
6.3 Calculate the total cost of fringe benefits, on average, expressed as an approximate percentage of basic salaries
6.4 Outline the benefits of fringe benefits to employers
6.5 Discuss the benefits of fringe benefits to employers

7. **The Role of the Human Resources Officer in Managing Salary Administration**

7.1 Trace the evolvement of the reward management role over the years
7.2 Outline the factors, which provide a guide as to the number of staff required in reward management
7.3 Identify the basic pay systems
7.4 Distinguish between extrinsic and intrinsic rewards
7.5 Explain why it is important to consider the union’s attitude in salary and rewards
7.6 Discuss the five areas of reward management, which should be included in designing a totally individualised compensation package
7.7 Describe the three main individual reward management plans

8. **Practical Reward Processing and Payment**

8.1 Outline the steps which should be followed when processing salaries and wages of employees
8.2 Provide justification as to why an organisation should computerize its reward payment systems.
8.3 Identify the major pitfalls, which may affect the efficient processing of salaries.
8.4 Describe the various statutory payments, which have to be remitted to other organisations and specify the cut-off dates for the payments.

9. **Occupational Compensation and Employee Pensions**

9.1 Discuss the circumstances under which an employee may receive compensation from NSSA.
9.2 Narrate the procedure for claiming any compensation from NSSA and what forms have to be completed.
9.3 Identify the different types of benefits paid by NSSA and the qualifying criteria for each benefit.
9.4 Outline the various items that should be addressed in the Constitution of a Pension Fund before registration.
9.5 Describe the various situations where a contributor to NSSA may receive refunds for his contributions and the percentage of the employer's contribution one is then entitled to.

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7.5 SUBJECT: Employment Relations : Module 5

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to develop in the student a sound awareness of the legal rules regulating relationships between employers and employees; between employers and trade unions and between employer's organisation, trade unions and the state.
COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Identify the causes and manifestations of dissatisfaction at work
2. Explain how industrial conflict can lead to strikes in a work situation
3. Identify the parties in Employment relations in Zimbabwe
4. Outline the main issues in Employment relations at enterprise level
5. Distinguish between the unitary, pluralist and conflict approaches to Employment relations.
6. Differentiate between individualism and collectivism and outline the significance of each for labour relations.
7. Describe the range of environmental influences upon Employment relations, giving examples of each.
8. Discuss the reasons why workers join the labour unions

COURSE CONTENT:

1. An Overview Of Employment Relations
   1.1 Introduction
   1.2 The meaning of Employment Relations
   1.3 Industrial Conflict
   1.4 Strikes
      1.4.1 Incidence of Strikes.
   1.5 The Scope of Employment Relations
   1.6 The history of Employment Relations
   1.7 The approaches to Employment Relations
   1.8 Individualism and Collectivism
   1.9 Environmental influences on Employment Relations
      1.9.1 The Economic System
      1.9.2 The Technological System
      1.9.3 The International System
      1.9.4 The Social System
      1.9.5 The Legal-Political System.
      1.9.6 The Ecological System
   1.10 The role of the Labour Movement in Employment Relations.
      1.10.1 Origins and emergence of Labour Movements
      1.10.2 Growth and development of the Labour Movements
         1.10.2.1 Structures
         1.10.2.2 Government and administration
      1.10.3 The ultimate goal of the Labour Movements
      1.10.4 The Labour Movement and the Wider Society
      1.10.5 The role of Management

CASE STUDY
2. **The Parties To Employment Relations**
   2.1 The State in Employment Relations.
      2.1.1 Legal function
      2.1.2 The general management of the Economy by the State.
   2.2 The Trade Unions
      2.2.1 Introduction
   2.3 The Structure of Trade Unions
   2.4 Types of Trade Unions
   2.5 Union Membership Agreement (The “Closed Shop”)
   2.6 Role of the Shop Steward
   2.7 Reasons for joining unions
   2.8 Reasons for rejecting unions
   2.9 Trade Unions in Zimbabwe
      2.9.1 Pre-Independence
      2.9.2 Post-Independence
      2.9.3 The National Structure

3. **Workers’ Committees In Zimbabwe**
   3.1 Introduction
   3.2 Workers' Committee : Definition
   3.3 Aims and Objectives
   3.4 Composition of the Workers’ Committee
   3.5 Formation of Workers’ Committees
   3.6 Election of the Workers’ Committee
   3.7 Function of the Workers’ Committee
   3.8 Conduct of Meetings of Workers’ Committees
   3.9 The effect of Negotiated Agreement by Workers’ Committees
   3.10 Ministerial control of the Workers’ Committee
   3.11 Works Council.
   Conclusion

4. **The Role Of Management**
   4.1 Analysing management role in Employment Relations
   4.2 Micro level role of Management in Employment Relations
   4.3 Macro level role of Management in Employment Relations

CASE STUDY

5. **Negotiation and Collective Bargaining**
   5.1 Introduction to Negotiations and Collective Bargaining
      5.1.1 Definition of Negotiations
      5.1.2 The elements of Negotiation
      5.1.3 Matters for Negotiation in Employment Relations
   5.2 Negotiations - The aims and objectives
      5.2.1 Payment Systems
      5.2.2 Custom and Practice
5.3 Approaches to Negotiation
5.3.1 Negotiation as a game of strategy
5.3.2 Negotiation as a power struggle: the coercive approach
5.3.3 The two track or ‘boundary role’ model
5.3.4 Negotiation as inter-personal and inter-party exchange
5.3.5 Integrative and distributive bargaining
5.3.6 A Systems Model
5.4 The Seven Stages of Distributive Bargaining
5.5 Preparing for Negotiations – A Checklist
5.6 Some Negotiating guidelines
5.7 Collective Bargaining
5.7.1 Definition
5.7.2 Characteristics of Collective Bargaining
5.7.3 Union objectives in Collective Bargaining
5.7.4 The significance of Profit in Collective Bargaining
5.7.5 The stages in the Negotiation and Collective Bargaining Process from a Management point of view
5.8 Negotiation Exercise

6. Labour Legislation

6.1 Background of Labour Legislation
6.1.1 The Law
6.1.2 Common Law
6.1.3 Statute Law
6.1.4 The making of Statute Law
6.1.5 Scope of Labour Law
6.1.6 Growth and development of Labour Law
6.1.7 Labour Legislation of Zimbabwe

6.2 The Labour Act, Chapter 28:01

6.3 Workers’ Committee guidelines
6.3.1 Workers’ Committee: Definition
6.3.2 Aims and Objectives
6.3.3 Composition of the Workers’ Committee
6.3.4 Elections
6.3.5 Matters which fall within the portfolio of the Workers’ Committee
6.3.6 Conduct of meetings of Workers Committees
6.3.7 Meetings with Management
6.3.8 Conclusion

6.4 Outline of the National Social Security Notice, 1990
6.5 CASE STUDY
6.6 National Employment Code of Conduct
6.7 Termination of Contract of Employment
6.8 Regulations of Retrenchment
6.9 Outline of National Social Security Authority (Pension and other benefits scheme) Notice, 1993
7. **Shopfloor Employment Relations**

7.1 Policies and Procedures
   7.1.1 Personnel Policies
   7.1.2 Written Policies
   7.1.3 Formulation of personnel policies
   7.1.4 Communicating policies
   7.1.5 The scope of personnel policies

7.2 Managing Conflict
   7.2.1 Strategies and tactics for managing conflict
   7.2.2 Disciplinary procedure
      7.2.2.1 Approaches to disciplinary action
      7.2.2.2 Disciplinary procedure

7.3 Grievance Procedure
   7.3.1 The nature of complaints and grievances
   7.3.2 Unexpressed dissatisfaction
   7.3.3 Hidden causes
   7.3.4 Sources of complaints and grievances
   7.3.5 The aim of the grievance procedure.
   7.3.6 Principles underlying the grievance procedure
   7.3.7 Settling grievances at supervisory level
   7.3.8 The formal grievance procedure
   7.3.9 Alternatives to the formal grievance procedure

8. **Comparative Employment Relations**

8.1 Introduction

8.2 The variables affecting comparative Employment Relations
   8.2.1 Environmental Factors
      8.2.1.1 Economic and technological factors
      8.2.1.2 Social and Political factors
   8.2.2 The Parties
      8.2.2.1 Workers
      8.2.2.2 Managers
      8.2.2.3 Government
   8.2.3 Employment Relations Process
      8.2.3.1 Negotiation Processes
      8.2.3.2 Collaboration
      8.2.3.3 Direct action and Industrial Warfare
      8.2.3.4 Division of authority in Rule-Making
      8.2.3.5 Settlement of Conflict
   8.2.4 The Rules of the Workplace

8.3 Employment Relations in Great Britain
   8.3.1 Union Organisation
   8.3.2 Employers’ Associations
   8.3.3 Collective Bargaining
   8.3.4 Administration with the Company
   8.3.5 Joint Industrial Councils
   8.3.6 Statutory Wage Councils
   8.3.7 Summary
8.4 Role of Personnel Practitioners in Employment Relations
8.4.1 Employment Relations
8.4.2 Employment Practices
8.4.3 Training Policies
8.4.4 Wage and Salary Administration
8.4.5 Medical and Safety Services
8.4.6 Employer Communication and Welfare Services

8.5 Advisory and Public Relations functions
8.5.1 Research activities
8.5.2 Collective Bargaining
8.5.3 Public Relations
8.5.4 Company Policy and Employment Relations

8.6 Anglo American Employment Relations Models
8.6.1 Identification of Concepts and Institutions
8.6.2 Patterns of Economic Growth
8.6.3 Colonial Heritage and Legacy
8.6.4 Multinationals
8.6.5 ILO Regulations
8.6.6 Environmental differences

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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to develop students to develop, implement and evaluate organisational training programmes and or plans.

COURSE OBJECTIVES:

On completion of the course, students should be able to:-

1. Discuss the different approaches to the formulation of training/human resources development policy
2. Outline the role of training and the human resources development function
3. Describe the process of identifying training needs in an organisation
4. Discuss the process of developing training plans
5. Outline the principles of learning and training implementation
6. Evaluate the effectiveness of training single and company-wide courses
7. Generate and maintain training records

COURSE CONTENT:

1. Formulation of Training/Human Resources Development Policy

   1.1 Distinguish between HRD and Training
   1.2 Identify the need for HRD/Training Policies
   1.3 Differentiate between policies and procedures
   1.4 Discuss the steps to consider before policy formulation
   1.5 Outline the process of policy formulation
   1.6 Describe the benefits of formulating HRD/Training Policies

2. Role of Training and Human Resources Development Function

   2.1 Define the basic terms upon which the subject area of training and the HRD function are founded on
   2.2 Explain the traditional role of trainers
   2.3 Outline the changing nature of the training market
   2.4 Describe the role of the HRD function
   2.5 Discuss the reasons for the rising interest in the HRD function
3. **Identification of Training Needs**

3.1 Explain the link between organisational objectives and individual training needs analysis

3.2 Discuss the scope and importance of conducting Training Learning Needs Analysis

3.3 Outline the steps involved in Training Learning Needs Analysis

3.4 Discuss the benefits of Training Learning Needs Analysis

4. **Development of Training Plans**

4.1 Explain the use of a training plan

4.2 Outline the factors to consider when developing a training plan

4.3 Describe in detail the development of a training plan

5. **Implementation of the Training Plan**

5.1 Outline the principles of learning in relation to training

5.2 Describe the factors affecting the learning process

5.3 Discuss the points to consider when implementing training

5.4 Explain the causes of failure at the training implementation stage

6. **Evaluation of Training Effectiveness**

6.1 Differentiate between Training Efficiency and Training Effectiveness

6.2 Identify the key players responsible for evaluating training

6.3 Outline the Kirkpatrick Evaluation Model and explain the tools used at each stage

6.4 State the advantages and disadvantages of e-evaluation

7. **Generation and Maintenance of Training Records**

7.1 Outline the purpose of keeping training records

7.2 Describe the steps to be taken before generation of training records

7.3 Identify the information included in a training record

7.4 Describe the steps taken in the generation and maintenance of training records

7.5 Discuss the advantages of keeping an effective training record system
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7.7 SUBJECT: Training Techniques : Module 7

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:
This module seeks to impart knowledge to students so that they are able to identify, apply and evaluate the usefulness of adult learning techniques.

COURSE OBJECTIVES:
On completion of the course, students should be able to:

1. Discuss the characteristics of an adult learner
2. Evaluate different adult learning techniques
3. Discuss the factors influencing the selection of learning and instruction techniques
4. Describe the importance of audio visual aids in adult learning
5. Analyse different methods of evaluating the effectiveness of training adults.
COURSE CONTENT:

1. Adults and Learners

1.1 Explain the term adult learner
1.2 Describe the characteristics of an adult learner.
1.3 Outline the principles of adult learning
1.4 Describe the sources of motivation for the adult learner
1.5 Distinguish between pedagogy and andragogy

2. Exploration and Evaluation of Adult Learning Techniques

2.1 Identify the strengths and weaknesses of the lecture method
2.2 Outline the major types of case study
2.3 Discuss the objectives of the conference method
2.4 Describe the stages of the conference method
2.5 Explain how to conduct effective role plays
2.6 Distinguish between the case study and the role play methods
2.7 Outline the principles of coaching
2.8 Discuss the importance of correspondence courses in Zimbabwe

3. Factors Influencing the Selection of Learning and Instruction Techniques

3.1 Describe how the environment influences the training approach
3.2 Outline the strategies for creating a supportive learning environment
3.3 Identify the three primary activities related to every training situation
3.4 Explain the relative roles of trainer and learner in respect to the primary activities of the learning situation.
3.5 Describe how the changing character of learners affects selection and use of training techniques
3.6 Explain how trainers can prepare their learners for training at the beginning of courses.

4. Audio Visual Training Aids

4.1 Describe the purpose of Audio Visual Aids
4.2 Describe the various types of Audio visual Aids
4.3 Identify the types of wall charts
4.4 Explain how models are used as teaching/learning aids
4.5 Explain how the chalkboard can be used effectively
4.6 Describe the ways in which viewer participation can be obtained through the use of films
5. Evaluation of the Effectiveness of Training

5.1 Differentiate between measurement and evaluation
5.2 Describe the major types of evaluation
5.3 Explain the criteria for evaluation offered by Watson
5.4 Identify the levels of evaluation
5.5 Outline the characteristics of a test
5.6 Discuss the two main types of tests

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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to impart knowledge and skills to enable them to execute procedures that help in identifying managerial potential and design effective management development programmes.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Distinguish between training and management development
2. Outline the role, importance and benefits of management development in organisations
3. Explain the steps involved in establishing training and development plans.
4. Discuss the various methods of management development
5. Describe the training needs evaluation process
6. Evaluate the effectiveness of management training methods used in organisations
7. Outline the benefits of management development and management training

COURSE CONTENT:

1. Overview of Management Development
   
   1.1 Explain what is meant by management development
   1.2 Differentiate between training and management development
   1.3 Discuss the role of top management in programmed management development.
   1.4 Outline the importance of a management development policy in organisations
   1.5 Identify different approaches to management development
   1.6 Describe the important benefits of management development
   1.7 Discuss the four levels of learning examined by Watson and the implications they have on management training.
2. **Training Needs and Objectives**

2.1 Discuss the essential elements of the training needs identification process
2.2 Outline the approaches for identifying management training needs.
2.3 Describe the training process
2.4 Outline the attributes a trainer should consider in collecting data to establish training needs
2.5 Discuss the methods of identifying training needs, which would be useful in the Zimbabwe context.
2.6 Outline the six types of trainee characteristics, which need to be considered in planning for training

3. **Management Training Methods**

3.1 Describe the essential factors that determine training methods to be used in a given situation
3.2 Discuss the different training methods that can be used in organisations
3.3 Describe the characteristics of coaching.
3.4 Outline the areas of learning that management games can provide.
3.5 Describe the essential characteristics of behaviour modelling.
3.5 Describe four uses of role-playing and indicate how they could be applied in management training.

4. **Evaluating Management Training**

4.1 Describe how the evaluation process forms part of the control system
4.2 Discuss Watson’s suggestions for developing a logical approach to evaluation.
4.3 Outline the approaches to the measurement of learning
4.4 Explain the problems associated with measuring attitudes.
4.5 Describe the ultimate aims of management training evaluation.

**RECOMMENDED READING:**

Erasmus and Van Dyk (2003) *Training Management in South Africa*

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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to develop students to a sound level of business understanding through the adoption of corporate human resources planning incorporating strategic insights.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Outline the nature of human resource management, planning and strategic management
2. Describe the process of Strategic Business Planning
3. Formulate a strategy for an organisation
5. Describe the workforce planning process
6. Discuss the treatment and prevention strategies that help to prevent the spread of HIV/AIDS

COURSE CONTENT:

1. The Nature of Human Resource Management, Planning and Strategic Planning
   1.1 Explain the concepts of Human Resources management, Planning and Strategic Planning
   1.2 Discuss the characteristics of Human Resource Management, Planning and Strategic Planning
   1.3 Explain the purposes of Human Resource Management, Planning and Strategic Planning
   1.4 Outline the importance of Human Resource Management, Planning and Strategic Planning

2. Strategic Business Planning
   2.1 Explain the concept of strategic planning
   2.2 Discuss the components of a strategic plan
2.3 Describe the process of strategic planning
2.4 Outline the importance of strategic plans in the hierarchy of organisational plans
2.5 Perform a SWOT analysis for a given organisation

3. **Strategy and Levels of Strategy**

3.1 Explain what is meant by corporate strategy, giving practical examples
3.2 Outline the key attributes of a strategy
3.3 Describe the role of strategy in Human Resource Management
3.4 Identify the three levels of strategic decision-making
3.5 Formulate a strategy for an organisation
3.6 Discuss the opportunities and constraints on the formulation and implementation of an organisation’s strategy

4. **Human Capital Management Planning**

4.1 Explain the concept of Human Capital Management
4.2 Outline the Importance of Human Capital Planning in Business
4.3 Explain the objectives of Human Capital Management
4.5 Discuss the essential elements of Human Capital Management
4.5 Discuss the Key Success Factors for Human Capital Management
4.6 Outline the relationship between Human Resource Management and Capital Management

5. **Workforce Planning**

5.1 Explain the concept of workforce planning
5.2 Discuss the elements of workforce planning
5.3 Outline the workforce planning process
5.4 Explain the benefits and limitations of workforce planning
5.5 Describe the implications of workforce planning for an organisation

6. **The HIV/AIDS Situation in Zimbabwe**

6.1 Explain the meaning of HIV/AIDS
6.2 Describe the Impact of HIV/AIDS on organisations
6.3 Outline the treatment and prevention strategies that help to reduce the spread of HIV/AIDS
6.4 Provide an overview of the Zimbabwe HIV/AIDS policy
6.5 Describe the role of Human Resources in assisting HIV/AIDS victims at the workplace
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7.10 SUBJECT: Employment Law: Module 11

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to develop in students a sound awareness of the legal rules regulating relationships between employers and employees; between employers and trade unions and between employer's organisation, trade unions and the state.

COURSE OBJECTIVES

On completion of the course, students should be able to:

1. Discuss the role and importance of employment law
2. Describe the sources and purposes of employment law
3. Discuss the areas covered by the individual labour law
4. Outline the procedure for employee retrenchment
5. Discuss the rights and duties of contracting parties in the employment relationship
6. Describe the role of collective labour law in the workplace
7. Discuss the need for collective bargaining in organisations
8. Outline the various mechanisms available for dispute settlement in the workplace
9. Describe the dispute resolution procedure in Zimbabwe
10. Discuss the role and importance of the international labour law

COURSE CONTENT:

1. Subject Matter of Employment Law
   1.1 Outline the importance of employment/labour law.
   1.2 Distinguish between Communist and Bourgeoisie theories
   1.3 Outline the weaknesses of the bourgeoisie labour law

2. The Nature of Employment
   2.1 Outline the dual purposes of employment law
   2.2 Describe the sources of employment law
   2.3 Distinguish between individual and collective employment law

3. Individual Labour Law
   3.1 Outline the essentials of an employment contract
   3.2 Explain the difference between an employee and an independent contractor
   3.3 Describe the conditions under which the contract of employment may be terminated
   3.4 Describe the tests used to determine a contract of employment
   3.5 Outline the remedies for unlawful dismissal

4. Retrenchment and Termination for Operational Requirement
   4.1 Explain the term retrenchment
   4.2 Describe the reasons accepted for retrenchment
   4.3 Outline the procedure for the process of retrenchment
   4.4 Discuss the procedure for appeal and review
5. **Rights and Duties of the Parties to the Employment Relationship**

5.1 Outline the rights and duties of the employer and the employee.
5.2 Distinguish between the common law and statutory law rights
5.3 Differentiate between the duties of the employer and the employee.
5.4 Quote decided cases in respect of the rights and duties of the parties to the employment relationship.

6. **Collective Labour Law**

6.1 Explain the concept of freedom of association and the right to strike.
6.2 Outline the role of the trade union and its statutory limits.
6.3 Discuss the role of the workers’ committee in employment relations.

7. **Collective Bargaining**

7.1 Explain the concept of collective bargaining.
7.2 Describe the elements of a collective bargaining agreement
7.3 Identify the representatives of the parties in collective bargaining
7.4 Discuss the binding nature of a collective Bargaining Agreement.

8. **Dispute Settlement Mechanism**

8.1 Explain the various methods of labour dispute settlement
8.2 Describe the meaning of adjudication, conciliation, mediation and arbitration and their role in the dispute settlement system.
8.3 Decide on the time and need to choose a certain method of dispute settlement.

9. **Dispute Resolution Procedure in Zimbabwe**

9.1 Understand in detail the methods used in Zimbabwe to settle labour disputes.
9.2 Define the term ‘dispute’ as it relates to employment law.
9.3 Distinguish between Individual and collective disputes.
9.4 Understand and explain dispute settlement procedure under the Labour Relations Act and employment codes of conduct.

10. **International Labour Law**

10.1 Explain the terms International Labour Law and International Labour Standards.
10.2 Identify the sources of International Labour Law
10.3 Describe the purpose of International labour Standards
10.4 Discuss the objectives of the International Labour Organisation.
10.5 Outline the procedure for the creation of International labour standards.
10.6 Distinguish between conventions and recommendations
10.7 Differentiate between ratification and representation

RECOMMENDED READING:

Labour Relations (Retrenchment) Regulations, 2003
Labour Relations Act (Chapter 28:01) and various regulations
Public Service Act (Chapter 16:04)
ILO, International Labour Conventions and Recommendations (1919-1995), ILO (in 3 volumes)

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7.11 SUBJECT: Introduction to Law : Module 20

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

The aim of the course is to develop in the student a sound understanding of the processes and provisions of Zimbabwean law as it relates to various business relationships and transactions.
COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Explain the meaning of the term law.
2. Identify the various sources of law
3. Discuss the purposes and functions of the law
4. Describe the Zimbabwean Court structure and system
5. Outline the divisions of the law
6. Describe the law making process in Zimbabwe
7. Discuss the Law of Procedure

COURSE CONTENT:

1. **What is Law?**
   
   1.1 Explain what is meant by law
   1.2 Distinguish between real and personal rights
   1.3 Describe the concept of enforcement of rights
   1.4 Identify the various divisions of law

2. **Sources of Law**
   
   2.1 Identify the sources of law
   2.2 Describe legislation as a source of law
   2.3 Describe common law as a source of law
   2.4 Describe custom as a source of law
   2.5 Describe authoritative texts as a source of law

3. **Purposes and Function of Law**
   
   3.1 Outline the purpose of law
   3.2 Explain the concept of justice
   3.3 Discuss the principles of law
   3.4 Describe the basic theory of law as a command

4. **The Zimbabwean Court System**
   
   4.1 Outline the hierarchy of the courts in Zimbabwe
   4.2 Distinguish between criminal and civil courts
4.3 Explain the composition of the courts
4.4 Explain the term jurisdiction
4.5 Describe the place and role of special courts

5. **Divisions of the Law**

5.1 Distinguish between criminal and civil law
5.2 Outline the difference between procedural law and substantive law
5.3 Differentiate between public law and private law
5.4 Describe the difference between national and international law

6. **The Law Making Process**

6.1 Describe the law making process
6.2 Explain the term “bill.”
6.3 Discuss the concept of presidential assent

7. **Civil Procedure and Evidence**

7.1 Explain the meaning of evidence
7.2 Distinguish between admissible and inadmissible evidence
7.3 Outline the concept of burden of proof
7.4 Describe the procedure for commencing court action
7.5 Explain how judgments are enforced

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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

The aim of the course is to impart knowledge to students on the use of information systems technology for competitiveness and the ability to evaluate the appropriateness of Information Technology deployment.

COURSE OBJECTIVES:

On completion of the course, students should be able to:-

1. Define IT fundamental concept and terminology
2. Outline how technology can enable the effective delivery of services within an organisation particularly Human Resources services
3. Discuss the importance of information systems in business operations.
4. Discuss the strategic role of information technology in business organisations.
5. Distinguish between various business applications
6. Implement the information technology solutions for an organisation

COURSE CONTENT:

1. Overview of Information Systems Management

   1.1 Explain the meaning of Information System
   1.2 Trace the evolution of Information System
   1.3 Describe the Impact of IT on the business environment
   1.4 Outline the key issues in IS Management
   1.5 Explain how the role of Information Technology has evolved from traditional Data Processing
   1.6 Identify the key issues in Information System Management

2. The Strategic Role of Information Technology (IT)

   2.1 Define the term ‘strategic’ in the context of Information Systems
   2.2 Outline how IT can be used to provide sustainable competitive advantage
   2.3 Differentiate the three types of strategic information systems (SIS) and explain how each can be exploited for strategic advantage
   2.4 Identify the potential SIS within your own or other organisations
3. **Introduction to Computers**

3.1 Explain the terms computer, data and information
3.2 Outline the function of a basic computer system
3.3 Identify the elements of a computer system and give a brief description of each
3.4 Distinguish between different types of computers and their uses
3.5 Discuss the differences between application and operating software

4. **Computer Networking**

4.1 Explain the terms ‘stand-alone computer’, ‘work station’ or ‘terminal’ and ‘computer network’
4.2 Distinguish between LAN, MAN and WAN
4.3 Describe the components of a computer network
4.4 Discuss the role that computer networking plays in business organisations
4.5 Explain the critical role that bandwidth plays in computer networking
4.6 Identify a LAN in an organisation and describe the components of the LAN
4.7 List the facilities offered by a LAN network

5. **Introduction to the Internet**

5.1 Explain how the Internet works
5.2 Distinguish between the Intranet and the Extranet
5.3 Outline the functions of the Intranet
5.4 Describe the uses of the Internet in business
5.5 List the services offered by an Internet Service Provider (ISP)
5.6 Identify several search engines

6. **Business Applications**

6.1 Describe the functions of a word processor
6.2 State the advantages of having text in an electronic form over having the same text in conventional form
6.3 Explain the meaning of the following terms mean when applied to a word processor:
   a) Mail merge
   b) Macros
   c) Template or master page
6.4 Describe the function of a typical spreadsheet.
6.5 Outline the major functions of the following modules in a Payroll package:
a) Master File Maintenance  
b) Batch input capture  
c) Tax Year End  
d) Reports

7. Social Implications of IT
7.1 Distinguish between various types of computer crimes  
7.2 Explain the methods of protecting computer data from physical damage, theft, and misuse.  
7.3 Outline the security measures available to prevent unauthorised access to computer systems?  
7.4 Outline the role of social networks (i.e. Facebook, MySpace, LinkedIn & Twitter) between individuals  
7.5 Identify several comport virus software  
7.6 Discuss the importance of privacy when using computer information for organisations

8. Applications of Technology in Human Resource Work
8.1 Explain the Shared Service Centre (SSC) concept.  
8.2 Outline the key technology solutions to support the new HR model  
8.3 Describe the role of Customer Relationship Technologies in organisations  
8.4 Outline the benefits of Centres of Excellence (CoE)  
8.5 List the characteristics of knowledge management systems

9. Specifying Human Resource Requirements
9.1 Define the IT requirements of an organisation  
9.2 Outline the scope of a project  
9.3 Prioritise the IT requirements of an organisation  
9.4 Identify the technology requirements of an organisation  
9.5 Outline the approaches to managing information requirements

10. Justifying the need for Human Resource Technology
10.1 Outline the issues to be considered in preparing a business case  
10.2 Discuss the role of consultants in preparing the business case  
10.3 Identify the steps in preparing the cost model of a business case  
10.4 Describe the benefits of the business case

11. Vendor Selection
11.1 Identify potential HR system suppliers  
11.2 Outline the process of obtaining formal proposals and quotations
11.3 Discuss the possible criteria of evaluating vendor proposals
11.4 Describe the role of solution demonstrations
11.5 Select a viable solution to a problem

12. **Designing and Implementing the Human Resource Service**

12.1 Outline the importance of Project Management and Control
12.2 List the steps in designing a solution to a problem
12.3 Describe the importance of communication in project management
12.4 Discuss the importance of Solution Testing
12.5 Outline the process of solution rollout
12.6 Describe the process of project closure

Appendix: Tips for Success

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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

The purpose of the course is to develop in the student knowledge and skills on accounting fundamentals as they relate to today's business world.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

By the end of the course, you will be able to:

1. Describe the books and records of original entry
2. Draw a trading profit and loss account
3. Prepare bank reconciliation statements
4. Prepare accruals, prepayments and adjustments using different accounting methods.
5. Outline the procedure of identifying and correcting errors in the trial balance
6. Prepare sales and purchases ledger control accounts
7. Value the assets of an organisation using different approaches
8. Discuss the approaches to calculating and making provisions for discounts on debtors
9. Outline the need and the nature of depreciation of fixed assets
10. Describe the function of bills of exchange
11. Discuss the importance of preparing departmental accounts
12. Distinguish between a partnership and manufacturing account
13. Outline the accounting procedures for non-trading organisations
14. Prepare final accounts and balance sheet for limited companies
15. Discuss the purpose and use of cash flow statements in organisations

COURSE CONTENT:

1. Books of Original Entry

1.1 Outline the importance of keeping records.
1.2 Identify, which books and records of accounting an organisation needs to keep
1.3 Distinguish between Assets and Liabilities.
1.4 Describe the Accounting Concept
1.5 Discuss the Double Entry Book-keeping system.
2. **Final Accounts of Sole Traders**

2.1 Explain the meaning of the terms profit, loss and trading account
2.2 Outline the importance of a profit and loss account
2.3 Draw a profit and loss account

3. **Cash Book and bank Reconciliation Statements**

3.1 Explain the differences between undeposited, unpresented and dishonoured cheques
3.2 Describe the role of bank reconciliation statements in organisations
3.3 Outline the procedure for the preparation of bank reconciliation statements
3.4 Prepare a bank reconciliation statement

4. **Accruals, Prepayments and Adjustments**

4.1 Adjust expense accounts for accruals and prepayments
4.2 Adjust revenue accounts for amounts owing
4.3 Show accruals, prepayments and revenue debtors in the balance sheet.
4.4 Identify the amounts of expense and revenue items to be shown in the profit and loss account after making adjustments for accruals and prepayments
4.5 Describe the necessary end of period adjustments relating to drawings that have not yet been entered in the books
4.6 Explain what an extended trial balance is and describe what it looks like
4.7 Prepare accrual and prepayment entries to the accounts using two different methods

5. **Correction of Errors**

5.1 Explain what is meant by trial balance
5.2 Distinguish between the different kinds of errors that may arise
5.3 Identify and correct all errors causing an imbalance on the trial balance

6. **Control Accounts**

6.1 Explain why control accounts can be useful
6.2 Draw up sales ledger control accounts
6.3 Draw up purchases ledger control accounts
6.4 Reconcile the Purchases Ledger and the Sales Ledger with their respective control accounts
7. **Valuation of Assets**

7.1 Outline the importance of the correct valuation of stock.
7.2 Explain the different methods of valuing stock using different methods.
7.3 Describe the effects of the under-estimation and over-estimation of closing stock figure on gross profit, net profit and balance sheet.
7.4 Discuss the effect on profits, in the short-term, of different methods of stock valuation.
7.5 Outline the advantages and disadvantages of FIFO and AVCO.
7.6 Explain the importance of the stock-take and stock reconciliation stock valuation.

8. **Debtors**

8.1 Illustrate how bad debts are written off.
8.2 Explain why provisions for doubtful debts are made.
8.3 Make the necessary entries to record a provision for doubtful debts in the books.
8.4 Discuss all the entries in the profit and loss account and balance sheet for bad debts, provisions for doubtful debts, and provisions for cash discount.

9. **Depreciation of Fixed Assets**

9.1 Explain what is meant by the term depreciation.
9.2 Outline the reasons why depreciation is provided for.
9.3 Calculate depreciation using both the straight line and the reducing balance methods.
9.4 Calculate depreciation on assets bought or sold within an accounting period.

10. **Bills of Exchange**

10.1 Explain what is meant by bills of exchange.
10.2 Describe the advantages of bills of exchange.
10.3 Distinguish between bills payable and bills receivable.
10.4 Outline how a bill of exchange functions.
10.5 Describe the accounting treatments of dishonoured, endorsed bills, discounting and paying a bill.
11. **Departmental Accounts**

11.1 Outline the need for preparing departmental accounts
11.2 Describe the basis for departmentalisation of expenses
11.3 Compute costs relating to different departments;
11.4 Compute appropriate accounting adjustments for inter-departmental transfer of goods or services; and explain the meaning of certain key terms.

12. **Partnership Accounts**

12.1 Explain the partnership form of business organisation.
12.2 Explain advantages and disadvantages of a partnership.
12.3 Record the goodwill and admission of a new partner.
12.4 Describe various methods used by partners to allocate profits and losses.

13. **The Manufacturing Account**

13.1 Describe the basic nature of a manufacturing operation.
13.2 Identify three manufacturing cost elements, direct materials, direct labour and manufacturing overhead, used in a production operation.
13.3 Prepare an income statement, balance sheet and cost of goods manufactured statement for a manufacturing firm.

14. **Introduction to Accounting Ratios**

14.1 Explain what is meant by accounting ratios
14.2 Calculate the gross margin
14.3 Calculate the rate of turnover
14.4 Calculate total expenses

15. **Non-Trading Organisations**

15.1 Explain the meaning and features of Income and Expenditure account.
15.2 Prepare Income and Expenditure account from the given transaction.
15.3 Explain adjustments (subscriptions, outstanding and prepaid expenses, accrued and unearned incomes, depreciation on asset) with respect to Income and Expenditure account.
15.4 Incorporate adjustments while preparing Income and Expenditure account.
15.5 Distinguish between Receipts and Payments account and Income and Expenditure account.
15.6 Prepare Income and Expenditure account and Balance Sheet
16. Introduction of Accounts of Limited Companies

16.1 Describe the features of limited companies
16.2 Explain the meaning and accounting of share capital
16.3 Describe the importance of capital and revenue reserves
16.4 Discuss the procedures for preparing internal final accounts and balance sheets of limited companies

17. Cash Flow Statements

17.1 Explain the purpose and use of cash flow information.
17.2 Classify cash receipts and cash payments by operating, investing and financial activities.
17.3 Discuss the content and form of the cash flows.
17.4 Explain the difference between the direct and indirect approaches to reporting net cash flow from operating activities.
17.5 Prepare a formal statement of cash flows.

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**7.14 SUBJECT: Industrial Psychology : Module 24**

**COURSE LENGTH DESIGN: 200 HOURS**

**AIM OF THE COURSE:**

The aim of the course is to provide students with knowledge on all the relevant facets of Human Resources Management.

**COURSE OBJECTIVES:**

On completion of the course, students should be able to:

1. Provide an overview of the major theories and their practical application in the field of Psychology.
2. Discuss the scope of personnel psychology and its application in the workplace
3. Outline the scope of organisational psychology and its application in the workplace
4. Outline how jobs and the work environment can be designed for productivity
5. Discuss the importance of workforce diversity in an organisation
6. Identify emerging areas of research, theory and practice in Psychology.
COURSE CONTENT:

1. Overview of Industrial Psychology
   1.1 Describe the field of Psychology, conceptual issues involved as well as its boundaries.
   1.2 Discuss the key schools of thought and perspectives in the field of Psychology.
   1.3 Discuss the key schools of thought and perspectives in the field of Psychology.
   1.4 Trace the history of Psychology and how it has been applied in real life.
   1.5 Identify the scope of Industrial psychology and the key areas of research.
   1.6 Describe the research methods that are used in psychology.

2. Personnel Psychology
   2.1 Discuss the scope of personnel psychology and its application in the workplace.
   2.2 Describe the concept of job analysis and how it is applied in the workplace.
   2.3 Discuss how psychology is applied in recruitment and selection of employees.
   2.4 Outline the importance of psychological testing and psychometrics for selection and placement of staff.
   2.5 Describe the various learning, training and development principles and how they are applied in the workplace.
   2.6 Discuss the key motivational theories and their application in the workplace for staff motivation.
   2.7 Outline performance measurement concepts and key issues in performance appraisals.
   2.8 Discuss leadership theories and their application in the workplace.

3. Organisational Psychology
   3.1 Discuss the scope of organisational psychology and its application in the workplace.
   3.2 Outline the concepts of organisational culture and climate and how they impact on human behaviour in the workplace.
   3.3 Explain the concept, dynamics and formation of groups and teams and how they impact on work behaviour.
   3.4 Describe the various attitudes and behaviours in the workplace and how these impact on productivity.
   3.5 Differentiate between productive and counterproductive work behaviours and how they can be enhanced and controlled, respectively.
   3.5 Outline the concepts of organisational commitment and job satisfaction and how these can be assessed in organisations.
4. **Work Psychology**

4.1 Describe the scope of Work Psychology
4.2 Outline how jobs and the work environment can be designed for productivity
4.3 Discuss the concept of human-machine interaction and its various implications in the workplace.
4.4 Discuss the stress theories, its antecedents and consequences and how stress can be managed in the workplace.
4.5 Explain the concept of workforce diversity and how it can be managed

5. **Future of Industrial Psychology**

5.1 Describe the current trends in Industrial Psychology
5.2 Discuss the current researches in the field and how these can impact in the working life
5.3 Predicate future trends in the field of Industrial Psychology
5.4 Discuss the application of Industrial Psychology in the commerce and industry
5.5 Identify emerging areas of research, theory and practice in psychology.

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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

The aims of this course to develop in candidates a broad understanding of public relations encompassing the key areas of media relations, the organisation of public relations and sponsorship.

COURSE OBJECTIVES:

On completion of the course, students should be able to:-

1. Explain fundamental concepts and terminology of Public relations
2. Outline how public relations can enable the effective delivery of services within an organisation through the application and creative use of channels and media of communication.
3. Discuss the role of public relations in different business operations and target audiences.
4. Discuss the strategic role and application of public relations in organisations.
5. Distinguish between various tools of public relations and the nature of many different forms of communication media.
6. Implement public relations plans for an organisation

COURSE CONTENT:

1. The Nature of Public Relations
   
   1.1 Explain the basic concept of communication
   1.2 Outline the different theories and models of communication
   1.3 Explain what mass communication is
   1.4 Identify the individual as a communicator
   1.5 Outline the sociological aspects of communication
   1.6 Explain the meaning of public relations
   1.7 Describe the purpose of public relations
2. Ethical Considerations

2.1 Explain the need for public relations in relation to the conscience of an organisation
2.2 Describe the need for honesty and integrity of the organisation
2.3 Consider the public's right to know about the organisation.
2.4 Discuss the concepts of Social Responsibility and its importance in the organisation.

3. The Role of Public Relations in an Organisation

3.1 Explain the functions of public relations in an organisation
3.2 Outline the benefits of public relations in an organisation
3.3 Describe what the corporate identity of an organisation is

4. Public Relations and Mass Media-Introduction for the tools of PR.

4.1 Outline the use of media in public relations
4.2 Describe the importance of media selection
4.3 Describe the difference between the use of press and electronic media
4.4 Discuss the use of visual and audio aids
4.5 Outline the differences between printed and electronic journals
4.6 Differentiate between oral and written communication

5. Introduction to the Public Relations Process

5.1 Outline the public relations process
5.2 Describe the process of implementing a PR programme
5.3 Discuss news utilization in a PR process
5.4 Describe the use of Social Responsibility programmes and other special events in a Public Relations programme
5.5 Evaluate a public relations programme

6. Public Relations Planning

6.1 Explain what Public Relations planning is
6.2 Outline the importance of Public Relations planning
6.3 Discuss the benefits derived from Public Relations planning
6.4 Apply the public relations planning process

7. Public Relations Research

7.1 Explain what is meant by public relations research
7.2 Outline the importance of research in PR.
7.3 Discuss the various methods and tools to carry out public relations research
7.4 Outline the reasons for conducting research both before and after a public relations programme
7.5 Explain the importance of working with specialist Research Companies

8. Public Relations Practice and Public Relations Practitioner

8.1 Outline the personal attributes of a pr practitioner
8.2 Discuss the skills required for a pr practitioner
8.3 Identify opportunities in pr
8.4 Explain the difference between independent consultancy and in- house Department

9. Budgeting and Costing

9.1 Explain how to estimate the cost of the various aspects of the public relations function.
9.2 Outline the costing for an internal department
9.3 Describe the costing for an external consultancy
9.4 Structure a budget to reflect all expense items

10. Corporate/Institutional Advertising

10.1 Explain the different nature of public relations practice in different types of organisations.
10.2 Distinguish between public relations and marketing
10.3 Differentiate between public relations and advertising
10.4 Outline the differences between public relations and sales

11. Public Relations Problem Areas-Case Studies

11.1 Analyse case studies
11.2 Apply concepts in public relations to solve cases

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7.16 **SUBJECT: Labour Economics : Module 26**

**COURSE LENGTH DESIGN: 200 HOURS**

**AIM OF THE COURSE:**

This module seeks to develop in the student a sound awareness of the economic implications of hiring, employing and training personnel to the organisation and the country.

**COURSE OBJECTIVES:**

On completion of the course, students should be able to:

1. Discuss the theory of labour demand including examining the short run and long run determinants of labour demand
2. Describe the determinants of labour supply using a simple model and a household production model
3. Outline the effects of alternative types of welfare, unemployment compensation, and social security systems on labour supply
4. Discuss wage determination and resource allocation
5. Explain the concept the Human capital theory and its application to education and training
6. Discuss the merits and demerits of Labor Mobility and Migration, Labour Market
7. Discrimination
8. Describe the functions of Unions and their effect on Collective Bargaining

COURSE CONTENT:

1. Overview of Labour Economics
   1.1 Explain the concept of labour economics
   1.2 Identify the types of questions analysed by labour economists.
   1.3 Outline the importance of labour economics as a field of study
   1.4 Discuss the role of key actors in the labour market and their motives in the labour market.
   1.5 Describe the basic economic concepts involved in labour economics.

2. Labour Demand
   2.1 Explain the concepts of labour demand and derived demand
   2.2 Derive the short run and long run labour demand curves in a perfectly competitive market
   2.3 Outline the factors that affect the elasticity labour demand
   2.4 Assess labour demand in a monopoly and a monopsony
   2.5 Discuss the Hicks-Marshall Laws of derived demand

3. Labour Supply
   3.1 Explain the basic Income-Leisure Choice Model
   3.2 Discuss the effects of movements in non-labour income on labour supply
   3.3 Discuss the effects of movements in wages on labour supply
   3.4 Outline how individuals make labour participation decisions
   3.5 Describe the basis of lifecycle labour supply decisions and their effects

4. Labour Market Equilibrium
   4.1 Describe labour market equilibrium in a competitive market
   4.2 Outline the labour market effects of payroll taxes
   4.3 Discuss the effect of a minimum wage in the labour market
   4.4 Explain the implications of the monopsonist’s labour supply curve

5. Compensating Wage Differentials
   5.1 Describe the theory of compensating wage differentials
   5.2 Apply the hedonic pricing model to explain the existence and magnitude of compensating wage differentials.
5.3 Investigate the effect of Health and Safety Requirements in compensating wage differentials.
5.4 Explain the concept of an isoprofit curve

6. Human Capital Theory

6.1 Discuss the costs and benefits of education
6.2 Outline the factors affecting human capital investment
6.3 Describe the cobweb model of educational attainment
6.4 Distinguish between specific and general on the job training
6.5 Outline the implications of on the job training on productivity and earnings

7. Labour Mobility

7.1 Describe the determinants of labour mobility
7.2 Outline the relationship between skills, income distribution and immigration.
7.2 Discuss the reasons behind immigration restrictions
7.3 Explain the reasons behind labour turnover
7.4 Describe the impact of immigration on the labour market

8. Labour Market Discrimination

8.1 Outline the various theories of labour market discrimination
8.2 Discuss the reasons for discrimination against females
8.3 Identify some of the policies available to combat labour market discrimination
8.4 Describe other forms of discrimination like racial and ethnic discrimination

9. Unions and Collective Bargaining

9.1 Describe trade unions and their functions in representing their members
9.2 Explain the factors influencing trade union growth
9.3 Outline the union wage and employment determination theories
9.4 Discuss the theory of collective bargaining
9.5 Describe the impact of unions on non-wage outcomes

10. Unemployment

10.1 Explain the term unemployment and how it is measured
10.2 Outline the theoretical debates in unemployment
10.3 Distinguish between types of unemployment
10.4 Explain the difficulties involved in measuring unemployment.
10.5 Describe the effects of unemployment.
10.6 Formulate strategies of reducing unemployment
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8.1 SUBJECT: Performance Management and Productivity : Module 12

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

The aim of this course is to provide students with knowledge and skills to manage an organisation’s resources with a view to improving productivity.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Outline the fundamental principles and concepts that embrace the field of productivity.
2. Discuss performance management as it relates to productivity in organisations.
3. Describe the major concepts and techniques of performance measurement as it relates to productivity.
4. Measure the level of productivity in an organisation using either single or total productivity measures.
5. Design programmes that will result in higher productivity across a broad range of industries.
6. Discuss the different approaches to enhance productivity and improve performance in an organisation.

COURSE CONTENT:

1. **Fundamentals of Productivity**
   
   1.1 Define productivity
   1.2 Describe productivity as a system.
   1.3 Outline the purpose of productivity in an organisation
   1.4 Discuss the importance of productivity in organisations
2. **Productivity Variables**

2.1 Explain the term *productivity variable*.
2.2 Describe the key features of the productivity variables.
2.3 Discuss the factors that affect each productivity variable.
2.4 Provide an overview of the situation in Zimbabwe in terms of the productivity variables.

3. **Productivity Measurement**

3.1 Explain why it is important to measure productivity.
3.2 Describe the two general measures of productivity.
3.3 Calculate single and multifactor productivity in your organisation.
3.4 Outline the stakeholders who benefit from productivity gains in a country.
3.5 Discuss the importance of benchmarking in an organisation.

4. **Productivity in Service Industries**

4.1 Distinguish between products and services
4.2 Define service productivity
4.3 Explain why quality in the services sector is subjective.
4.4 Outline the challenges of measuring productivity in service organisations.

5. **Performance Management**

5.1 Define performance management
5.2 Describe the performance management cycle
5.3 Measure performance in an organisation
5.4 Describe the causes of poor performance in individuals
5.5 Identify and use appropriate performance management techniques.

6. **Continuous Improvement**

6.1 Describe the concept of continuous improvement
6.2 Outline the importance of continuous improvement.
6.3 Describe the various continuous improvement tools and techniques
6.4 Discuss the causes of losses that affect machinery’s productivity
7. Quality Management

7.1 Define quality
7.2 Describe the various costs of quality
7.3 Discuss the concept of Total Quality Management (TQM)
7.4 Identify how widespread is the use of continuous improvement tools and techniques in Zimbabwe
7.5 Describe the ISO 900 and ISO 14000 quality standards

8. Productivity Improvement Programmes

8.1 Define Productivity Improvement
8.2 Outline the four basic elements of a productivity improvement programme
8.3 Discuss the steps of a practical productivity improvement programme
8.4 Describe the principles of productivity
8.5 Design a productivity improvement programme for an organisation

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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to equip students with the knowledge and ability to apply management theory in the execution of their roles.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Outline the role and importance of management in organisations
2. Discuss the various theories of leadership
3. Provide an overview of the origin and evolution of management theory
4. Discuss the impact of the business environment on business operations
5. Describe the functions of human resource management in organisations
6. Outline the role of motivation in improving productivity at the workplace
7. Discuss the importance of marketing management
8. Identify the factors that hinder effective time management
9. Outline the need for strategic management in organisations
10. Discuss the techniques and tactics of managing change
11. Describe the various sources of financing in organisations
12. Discuss the role of production and operations management in organisations

COURSE CONTENT:

1. Defining Management
   1.1 Explain what is meant by management
   1.2 Provide an overview of the need for resources to enable organisations to carry out its activities in order to fulfil its goals
   1.3 Distinguish between efficiency and effectiveness and their roles in management
   1.4 Describe the four management functions
   1.5 Discuss the ten management roles
   1.6 Outline the importance of management skills
2. Leadership

2.1 Explain what is meant by leadership
2.2 Outline the role of leadership in organisations
2.3 Discuss the different theories of leadership
2.4 Explain the application of different leadership theories in organisations
2.5 Determine the qualities that a successful leader should have
2.6 Describe the various steps to effective leadership

3. The Evolution of Management Theory

3.1 Trace the evolution of management theory
3.2 Describe the fourteen principles of management
3.3 Discuss the behaviourist management theories
3.4 Describe the human resource approach to management
3.5 Outline the systems approach to management

4. The Business Environment

4.1 Explain how the business environment affects operations.
4.2 Identify specific environmental factors and how they affect business.
4.3 Outline the basic procedure for evaluating organisational resources.
4.4 Relate the external and internal environment components.
4.5 Describe the process of forecasting.
4.6 Outline the basic procedure for evaluating organisational resources.

5. Role of Human Resource management in Organisations

5.1 Explain what is meant by human resources management
5.2 Discuss issues related to the human resources management process.
5.3 Explain the importance staffing in organisations
5.4 Describe the staffing process
5.5 Explain the importance of Human Resource planning in organisations
5.6 Describe the selection process
5.7 Describe the role of training and developments in organisations
5.8 Explain the role of induction or orientation
5.9 Outline the various appraisal approaches

6. Motivation in Organisations

6.1 Explain the concept of motivation
6.2 Describe the various sources of motivation
6.3 Differentiate between intrinsic and extrinsic motivation
6.4 Discuss the various theories of motivation
6.5 Relate motivation to your organisational setting
6.6 Analyse the relationship between motivation and behaviour
7. **Marketing Management**
   7.1 Distinguish between marketing and marketing management
   7.2 Explain the marketing concept
   7.3 Prepare a marketing plan
   7.4 Explain the marketing mix
   7.5 Use the 4Ps to discuss the marketing strategies

8. **Time Management**
   8.1 Explain the concept of time management
   8.2 Describe the importance of time management
   8.3 Identify the factors that hinder time management

9. **Strategic Management**
   9.1 Explain what a strategy is and how it differs from normal planning
   9.2 Identify and describe the three modes of strategy making, and discuss which mode is most effective for a particular organisation.
   9.3 State the advantages and disadvantages of strategic planning.
   9.4 Identify the three levels of strategy and describe the differences in strategy between these levels.
   9.5 Describe how strategic planning takes place in large organisation
   9.6 Identify and describe the nine steps in the formal strategic planning approach at business unit level.
   9.7 Describe how managers can devise an effective strategic planning and means of overcoming them.

10. **Change Management**
   10.1 Explain the concepts change and change agent
   10.2 Discuss the forces for changes
   10.3 Outline the reasons why people are likely to resist change
   10.4 Describe techniques and tactics for managing change
   10.5 Discuss current issues on managing change

11. **Financial Management and Planning**
   11.1 Explain the difference between fixed and variable capital needs
   11.2 Describe the capital needs of an enterprise
   11.3 Discuss the elements of floating capital
   11.4 Explain the tools used to quantify the capital needs of an enterprise
   11.5 Discuss the various forms and sources of financing
   11.6 Describe the financial leverage effect
   11.7 Explain how the operational leverage functions
12. Production and Operations Management

12.1 Distinguish between production and production management
12.2 Explain the different types of production
12.3 Identify inspection and statistics of standards
12.4 Demonstrate the value production engineering

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AIM OF THE COURSE:

The aim of this course is to provide students with knowledge and skills to identify work motivational deficits and apply motivational theory to resolve them.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Outline the role of motivation in the workplace
2. Discuss the theories of motivation and their application in the workplace
3. Measure motivation at the workplace
4. Discuss the role of leadership and its implications for motivation in organisations
5. Apply Job Design strategies in order to motivate employees
6. Describe the linkages between personality and motivation and its implications for motivation
7. Outline the role of the work environment in employee motivation
8. Discuss the relationship between punishment and motivation
9. Describe the application of the managerial grid to communication and motivation in an organisation
10. Design a motivation workplan for individuals and groups in an organisation

COURSE CONTENT:

1. Introduction to Motivation

   1.1 Explain what is meant by work motivation
   1.2 Describe the common "de-motivators" found in many organisations
   1.3 Outline the three components of motivation
   1.4 Distinguish between intrinsic and extrinsic motivation
   1.5 Outline the importance of studying motivation and its importance in a work environment
2. Theories of Motivation
2.1 Outline the nature and importance of early motivation theorists
2.2 Explain the concept of job design
2.3 Distinguish between process and content theories of motivation
2.4 Apply the process and content theories of motivation to real life situations

3. Measuring Motivation
3.1 Measure the levels of motivation
3.2 Discuss the benefits of measuring motivation
3.3 Outline the key issues of measuring motivation
3.4 Explain the relationship between motivation and job dissatisfaction
3.5 Critique the Ambassador Model and its relevance to measuring motivation

4. Leadership Style and Motivation
4.1 Outline the leadership theories, styles and their impact on motivation
4.2 Describe the importance of leadership and motivation
4.3 Discuss the Leadership Grid and its implications for motivation
4.4 Distinguish between participative and directive leadership styles
4.5 Illustrate common managerial practices that destroy motivation
4.6 Describe incentive programmes that managers can put in place to enhance motivation

5. Job Design and Motivation
5.1 Explain the concept of Job Design
5.2 Describe the role of Job Design in employee motivation
5.3 Identify the important aspects of Job design
5.4 Discuss the alternatives to Job Design

6. Personality and Motivation
6.1 Explain the term personality
6.2 Outline the importance of studying personality theories in relation to motivation
6.3 Identify the various personality theories and their importance to motivation
6.4 Describe the role of the manager in motivation when viewed from a personality point of view
6.5 Discuss the various learning styles
7. **Work Environment and Motivation**

7.1 Explain what is meant by work environment
7.2 Outline the role of the work environment in employee motivation
7.3 Discuss the early theories on work environment and motivation
7.4 Describe how managers can create a positive working environment

8. **Power or Rewards and Punishment in the Workplace**

8.1 Explain the terms power, rewards and punishment as they relate to motivation
8.2 Describe the sources of power
8.3 Discuss the role of managers/supervisors in reinforcing rewards and punishment
8.4 Outline the effects of the relationship between punishment and motivation

9. **Communication and Applying Theories of Motivation at Work**

9.1 Identify the channels of communication within an organisation
9.2 Explain the importance of communication in relation to motivation
9.3 Describe the increasing role of business information in motivation
9.4 Outline the barriers to effective communication
9.5 Apply the managerial grid to communication and motivation in an organisation
9.6 Explain the concept of employee empowerment
9.7 Apply Likert’s principle of Support relationships in an organisation

10. **Developing a Motivation Work plan for Individuals and Groups**

10.1 Describe the role of the manager in successful employee motivation
10.2 Design a motivation workplan for individuals and groups in an organisation
10.3 Discuss contemporary issues in motivation
10.4 Outline the approaches to motivation in group and individual settings

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**8.4 SUBJECT: Organisational Development : Module 15**

**COURSE LENGTH DESIGN: 200 HOURS**

**AIM OF THE COURSE:**

The aim of this course is to provide students with knowledge and skills to make decisions regarding the undertaking of OD interventions and evaluate the success or otherwise of OD interventions.

**COURSE OBJECTIVES:**

On completion of the course, students should be able to:

1. Describe the meaning and nature of organisational development
2. Outline the theoretical foundations of organisational development
3. Discuss the role of culture in organisational development
4. Describe the key models used in implementing change
5. Evaluate the effectiveness of OD interventions
6. Outline the relationship between climate and culture
7. Describe the OD consultation process
8. Discuss the approaches to Human Resources management in different company cycles
9. Outline the conditions necessary for successful organisational development
COURSE CONTENT:

1. The Nature of Organisational Development

1.1 Explain what is meant by change.
1.2 Outline the rationale for change
1.3 Trace the history of OD
1.4 Discuss the essential characteristics of OD
1.5 Identify the components of OD
1.6 Describe the key values in OD

2. OD and Personnel Management

2.1 Describe the uniqueness of OD or what makes it different from other change or development efforts
2.2 Explain the theoretical foundations of OD
2.3 Distinguish OD from Training
2.4 Describe the key contributions of OD

3. Culture and Organisations

3.1 Explain the meanings of the terms change, organisation
3.2 Identify and describe types of organizational culture
3.3 Explain the relationship between OD and Organizational culture.

4. Implementing Change

4.1 Describe the three major phases in OD process
4.2 Identify and explain the key Organisation Development process in Action Research
4.3 Outline the steps in the model of OD
4.4 Explain the Bridges’ Model
4.5 Explain Kurt Lewen's Change Management Model.

5. Organisational Development Interventions

5.1 Explain the Organisation Development – Intervention”
5.2 Describe Organisation Development interventions in their organisational context
5.3 Outline successful structuring of Organisation Development intervention activities
5.4 Classify of Organisation Development interventions
5.5 Evaluate the effectiveness of an OD Intervention
6. Climate and Culture Surveys

6.1 Explain the meaning of climate
6.2 Identify and describe different types of organisational climates
6.3 Explain the relationship between climate and culture
6.4 Describe the nature of surveys
6.5 Differentiate between climate and culture surveys

7. The Organisational Development Consultation

7.1 Describe the role of the Organisation Development Consultant
7.2 Discuss whether there is one best consulting role
7.3 Evaluate the impact of the Organisation Development consultant’s role
7.4 Describe the phases of effective Organisation Development consulting
7.5 Distinguish the role of the internal OD consultant from that of the external OD Consultant

8. Different Approaches to HR in Different Company Life Cycles

8.1 Outline the nature of company life cycles
8.2 Describe HR Approaches in company life cycles

9. Conditions for Successful Organisational Development

9.1 Identify and explain shortcomings of Organisational Development
9.2 Describe conditions for successful Organisation Development
9.3 Outline strengths of Organisation Development
9.4 Highlight the future of Organisation Development

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8.5 SUBJECT: Research Methods : Module 16

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

This module seeks to develop students to a sound level of business understanding through the adoption of corporate human resources planning by incorporating strategic research insights.

COURSE OBJECTIVES:

On completion of the course, students should be able to:

1. Outline the principles of scientific research.
2. Describe the steps for formulating a problem statement.
3. Apply quantitative or qualitative research designs to a research proposal
4. Discuss the advantages and disadvantages of questionnaires and interviews as data collection methods.
5. Discuss data processing and analysis procedures for both quantitative and qualitative research
COURSE CONTENT:

1. **Scientific Research**
   1.1 Explain what is meant by research
   1.2 Outline the principles of scientific research
   1.3 Distinguish between the types of research
   1.4 Discuss the application of research to people management

2. **Stating the Problem Statement**
   2.1 Describe the for formulating a problem statement
   2.2 Identify the characteristics of a topic
   2.3 Evaluate a problem statement
   2.4 Formulate a research question
   2.5 Distinguish between types of hypotheses

3. **Research Approaches**
   3.1 Explain the concept of research design
   3.2 Distinguish between quantitative and qualitative research
   3.3 Discuss quantitative research designs
   3.4 Discuss qualitative research designs
   3.5 Describe the elements of a research proposal
   3.6 Apply quantitative and qualitative research designs to a research proposal

4. **Data Collection Tools**
   4.1 Identify the various data collection methods
   4.2 Describe the characteristics of observations
   4.3 Distinguish between types of questionnaires
   4.4 Outline the key points in the construction of a questionnaire
   4.5 Discuss the advantages and disadvantages of questionnaires and interviews

5. **Data Processing and Analysis**
   5.1 Discuss important issues related to sorting, quality control and processing of data.
   5.2 Describe how data can be best be analysed and interpreted based on the objectives and variables of the study.
   5.3 Prepare a plan for the processing and analysis of quantitative data
5.4 Outline the role of statistics in research
5.5 Distinguish between descriptive and inferential statistics

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8.6 SUBJECT: Financial Management : Module17

COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE:

The aim of the course is to be imparting knowledge and skills to apply management theory in the execution of their roles.
COURSE OBJECTIVES:

By the end of the course, you will be able to:

1. Describe the meaning of Financial Management and its role in organisations.
2. Outline the role, importance and major participants in financial markets
3. Prepare financial statements, namely; income statement, balance sheet and the cash flow statement
4. Evaluate the performance of a business using ratio analysis and SWOT analysis
5. Outline the importance and role of working capital management in an organisation
6. Discuss the role of management control with particular emphasis on budgeting
7. Discuss the cost/volume profit (CVP) relationships and break-even analysis
8. Compute future and present values of lumps and ordinary annuity
9. Discuss the capital budgeting process
10. Discuss the different sources of short-term, medium-term and long-term financing statistics in economics and commerce
11. Calculate the Weighted Average Cost of Capital (WACC) and the Marginal Weighted Average Cost of Capital (MWACC)

COURSE CONTENT:

1. The Meaning of Financial Management
   1.1 Explain the meaning of Financial Management and why it is important to organisations.
   1.2 Outline the three categories Financial Management
   1.3 Describe the objectives of Financial Management
   1.4 Outline the reasons why simple profit maximisation is not a satisfactory economic objective for financial managers.
   1.5 Outline the role of the finance manager in an organisation
   1.6 Identify the interrelated areas of finance

2. The Financial Environment
   2.1 Outline the importance of financial markets
   2.2 Discuss the major market participants, financial instruments and their characteristics
   2.3 Describe the determinants of market interest rates
   2.4 Outline the concept of the yield curve and the theories relating to it
3. **Introduction to Financial Statements**

3.1 Explain the purpose of financial statements
3.2 Describe the types of financial statements
3.3 Prepare the income statement, balance sheet and the cash flow statement

4. **Business Performance Analysis**

4.1 Conduct a performance review of a business, including the use of SWOT analysis
4.2 Evaluate the limitations of the performance review process
4.3 Analyse business performance through the use of ratio analysis of profitability, efficiency, liquidity and investment
4.4 Outline the importance of both financial and non-financial indicators in the evaluation of business performance
4.5 Discuss the use of both financial and non-financial measures incorporated into performance measurement systems such as the balance scorecard

5. **Working Capital Management**

5.1 Explain the meaning of working capital management
5.2 Differentiate between working capital and net working capital.
5.3 Outline the importance of cash operating cycle to the firm.
5.4 Compute the cash operating cycle
5.5 Develop a banking policy for the firm

6. **Planning and Control/Budgets**

6.1 Classify the different categories of costs
6.2 Outline the concept of management control with particular emphasis on budgeting
6.3 Discuss the role of budgeting
6.4 Describe the various stages in the budgetary process
6.5 Demonstrate that budgeting is a behavioural as well as a technical process.
6.6 Prepare budgets based on given data.

7. **Cost-Volume-Profit Analysis and Break-Even Techniques**

7.1 Explain the cost-volume profit (CVP) relationships and break-even analysis
7.2 Identify the limitations of CVP analysis
7.3 Discuss the concept of margin of safety
8. **Time Value of Money**

8.1 Determine the future or present value of lump sums
8.2 Compute future and present values of an ordinary annuity
8.3 Compute present value of a perpetual cash flow.

9. **Capital Budgeting and Long Term Decision Analysis**

9.1 Explain what is meant by capital budgeting.
9.2 Describe the capital budgeting process.
9.3 Differentiate between cash flows and income
9.4 Explain the nature of project cash flows
9.5 Compute cash flows for a new and replacement investment
9.6 Distinguish between discounted and non-discounted cash flow techniques.
9.7 Apply techniques of investment appraisal.
9.8 Evaluate projects using investment appraisal techniques
9.9 Select projects that maximise shareholders’ wealth.

10. **Sources of Financing**

10.1 Identify different sources of short term financing;
10.2 Examine each source of short term financing giving advantages and disadvantages in the process;
10.3 Compare and choose between the different sources of short term financing.
10.4 Identify different sources of medium and long term financing;
10.5 Evaluate medium and long term financing;

11. **Cost of Capital**

11.1 Explain the concept of cost of capital
11.2 Determine the cost of each capital component
11.3 Compute the proportion of each capital component using book values and market values
11.4 Calculate the Weighted Average Cost of Capital (WACC)
11.5 Calculate the Marginal Weighted Average Cost of Capital (MWACC)

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### 8.7 SUBJECT: Marketing Management : Module 18

**COURSE LENGTH DESIGN: 200 HOURS**

**AIM OF THE COURSE:**

HR Managers need to have an appreciation of marketing concepts/principles. This Module seeks to develop in the student a sound level of business understanding by the adoption of a corporate marketing perspective, including concern for the perceptions of personnel, customer’s development and including (principally) the central directorate of the organisation; a willingness to solicit and act upon customer feedback as one of the foundations for performance improvement.

**COURSE OBJECTIVES:**

By the end of the course, you will be able to:

1. Outline the fundamentals of marketing
2. Discuss the impact of the marketing environment on an organisation
3. Outline the role of marketing information systems in organisations
4. Describe the process of marketing research
5. Discuss the factors that affect consumer behaviour
6. Describe the benefits and dangers of market segmentation
7. Explain the factors that influence the choice of promotional mix
8. Describe the implementation and control of marketing programmes

**COURSE CONTENT:**

1. **The Fundamentals of Marketing**
   1.1 Explain the concept of marketing
   1.2 Trace the origins of marketing
   1.3 Outline the role of marketing in society and business
   1.4 Discuss the marketing management concept
   1.5 Identify the strategic importance of marketing
   1.6 Understand the role of HR manager in the implementation of the marketing plan.

2. **The Marketing Environment**
   2.1 Explain what is meant by the marketing environment
   2.2 Identify the components that make up the marketing environment
   2.3 Describe the effect of the macro-environment on the organisation
   2.4 Distinguish between environmental scanning and environmental forecasting

3. **Marketing Information Systems**
   3.1 Explain what is meant by a marketing information system
   3.2 Describe the components of a marketing information system
   3.3 Outline the nature of marketing decision support mechanism
   3.4 Discuss the possible sources of a marketing information database
   3.5 Describe the approaches that can be used to establish an MIS system

4. **Marketing Research**
   4.1 Explain the concept of marketing research
   4.3 Identify sources of secondary and primary data
   4.4 Discuss the marketing research process
   4.5 Distinguish between the types of marketing research
   4.6 Describe the constraints of marketing research
5. Consumer Buyer Behaviour

5.1 Explain what is meant by consumer behaviour
5.2 Identify factors affecting consumer behaviour
5.3 Distinguish between consumer decision making and organisational decision making
5.4 Describe the consumer decision making process
5.5 Identify the nature and development of consumerism

6. Market Segmentation

6.1 Explain what is meant by market segmentation
6.2 Outline the benefits and dangers of segmentation
6.3 Discuss key consideration when selecting target markets
6.4 Evaluate market coverage strategies
6.5 Discuss the positioning approaches and strategies

7. The Marketing Mix

7.1 Evaluate the marketing toolbox
7.2 Illustrate how the 7Ps impact marketing
7.3 Distinguish between service marketing and product marketing

8. Implementation and Control

8.1 Develop marketing programmes for implementation
8.2 Identify important factors in implementation
8.3 Outline the reasons for success or failure in implementation

RECOMMENDED READING:


### 8.8 SUBJECT: Business Economics : Module 19

**COURSE LENGTH DESIGN: 200 HOURS**

**AIM OF THE COURSE:**

This module seeks to equip students with knowledge of economics and how the operating environment affects business.

**COURSE OBJECTIVES:**

On completion of the course, students should be able to:

1. Outline the nature and scope of economics
2. Discuss the various market and price mechanisms
3. Discuss the factors which affect the different types of elasticity
4. Outline the theory of production
5. Describe the concept of profit maximisation and the features of different market structures
6. Discuss the determinants of demand for labour and explain how a change in each of the determinants would affect the demand for labour.
7. Outline the different approaches to measuring macroeconomic performance
8. Discuss the functions and features of money and the role of banking in an economy
9. Outline the role of monetary policy in a given country
10. Describe the causes of inflation and outline strategies to combat inflation
11. Discuss the causes of unemployment and propose solutions to the problem
12. Explain the concepts of public finance and fiscal policy
13. Outline the nature, role and benefits of International Trade
14. Discuss the solutions to the balance of payment deficit and how the exchange rate is determined
COURSE CONTENT:

1. The Nature and Scope of Economics

1.1 Explain the term economics
1.2 Identify the factors of production
1.3 Discuss the three principles of economics
1.4 Explain the concept of opportunity cost
1.5 Draw and explain the production possibility curve
1.6 Describe different economic systems.
1.7 Discuss the different branches of economics

2. Market and price mechanisms

2.1 Outline the functions of price
2.2 Explain the concept of demand
2.3 Discuss the law of demand and supply
2.4 Describe the conditions of demand and supply
2.5 Explain how price is determined on a market
2.6 Identify the impact of changes in conditions of the market on price
2.7 Discuss the effects of price controls

3. Elasticity of Demand and Supply

3.1 Explain the concept of price elasticity of demand
3.2 Describe the meaning of income elasticity of demand
3.3 Explain cross elasticity of demand,
3.4 Discuss the concept of elasticity of supply
3.5 Evaluate the factors, which affect different types of elasticity

4. Theory of Production

4.1 Distinguish between inputs and outputs
4.2 Discuss the three classifications of types of production periods
4.3 Differentiate between returns to scale and return to a factor
4.4 Explain the theory of costs in the short and long run
4.5 Illustrate the behaviour of costs

5. Profit Maximization and Market Structures

5.1 Explain the concept of economic profit
5.2 Determine profit maximising output
5.3 Calculate profit maximising price
5.4 Discuss features of different market structures
5.5 Outline the effects on firm pricing strategies
6. **Labour Economics**
   
   6.1 Explain the concept of derived demand as it applies to labour demand.
   6.2 Discuss the concept of the marginal revenue product
   6.3 Explain why the labour demand curve is downward sloping when a firm is selling output in a purely competitive product market.
   6.4 Identify the determinants of demand for a labour and explain how a change in each of the determinants would affect the demand for the labour.
   6.5 Explain the upward slope of labour supply curve
   6.6 Determine the equilibrium wage

7. **Macroeconomic Performance**
   
   7.1 Explain the macroeconomic goals
   7.2 Describe the measurement of national income,
   7.3 Discuss different approaches of measuring output

8. **Money and Banking**
   
   8.1 Outline the functions and features of money
   8.2 Discuss the role of money in the economy
   8.3 Describe the liquidity preference theory
   8.4 Explain the concept behind monetary policy

9. **Monetary Policy**
   
   9.1 Identify the role of the central bank
   9.2 Discuss the role of monetary policy
   9.3 Identify different instruments of monetary policy
   9.3 Outline the importance of the independence of the central bank

10. **Inflation**
    
   10.1 Calculate inflation
   10.2 Discuss the causes of inflation
   10.3 Outline possible solutions to inflation.

11. **Unemployment**
    
   11.1 Explain what is meant by unemployment
   11.2 Describe the causes of unemployment
   11.3 Discuss solutions to unemployment.
12. Public Finance and Fiscal Policy

12.1 Explain what is meant by public sector
12.2 Distinguish between budget deficit and budget surplus
12.3 Describe the economics of taxation,
12.4 Explain fiscal policy
12.5 Outline the implications of national debt

13. International Trade

13.1 Explain the benefits of international trade,
13.2 Discuss the arguments of trade barriers
13.3 Explain the methods of protectionism.


14.1 Interpret balance of payments
14.2 Explain the components of balance of payments,
14.3 Discuss the problems of balance of payments deficit
14.4 Outline the solutions to balance of payments deficit
14.5 Determine the exchange rate
14.6 Explain the advantages of exchange rate regimes

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### AIM OF THE COURSE

The Module enables HR Managers to meaningfully contribute at a strategic level in the boardroom especially towards the overall objectives of the business.

### COURSE OBJECTIVES:

**By the end of the course, you will be able to:**

1. Outline the nature and value of strategic management
2. Discuss the components of a mission statement
3. Describe the impact of the external environment on organisations
4. Describe the process of setting objectives and crafting strategies
5. Outline the nature of strategic implementation
6. Evaluate an organisation’s strategy
7. Measure organisational performance
8. Design an effective strategy evaluation system
COURSE CONTENT:

1. The Nature and Value and of Strategic Management
   1.1 Explain the concepts of strategy and strategic management
   1.2 Discuss the dimensions of strategic decisions
   1.3 Distinguish between the levels of strategy in an organisation
   1.4 Outline the role of strategic management
   1.5 Describe the process of strategic management

2. The Business Mission
   2.1 Explain what is meant by a company mission
   2.2 Distinguish between vision and mission
   2.3 Outline the importance of a clear mission statement
   2.4 Discuss the components of a mission statement
   2.5 Evaluate an organisation’s mission statement using an evaluation matrix

3. The External Environment
   3.1 Discuss the external forces that affect organisations
   3.2 Apply the five forces analysis in order to define the attractiveness of industry
   3.3 Describe the stages of the industry life cycle
   3.4 Discuss the PEST factors and their impact on organisations
   3.5 Conduct an industry analysis

4. The Internal Environment
   4.1 Describe the internal factors that affect strategy selection
   4.2 Outline the role of the value chain in an organisation
   4.3 Conduct a SWOT analysis of a given organisation
   4.4 Develop a company profile

5. Setting Objectives and Crafting Strategies
   5.1 Set organisational goals.
   5.2 Describe the characteristics of good objectives
   5.3 Identify the various strategies an organisation can use in order to attain its objectives
   5.4 Discuss the approaches to setting objectives
   5.5 Explain Michael Porter’s generic strategies

6. Choice of Strategy
   6.1 Outline the process of strategy analysis
   6.2 Evaluate various strategies
   6.3 Describe the process of strategic choice.
6.4 Discuss the role of the BCG matrix and general Electric portfolios
6.5 Outline the contingency approach to strategy choice

7. **Implementation Strategies I**

7.1 Describe the process of strategy implementation
7.2 Distinguish between strategy formulation and strategy implementation
7.3 Discuss why structure follows strategy
7.4 Outline the reasons why people resist change
7.5 Identify the need for creating a strategy supportive culture

8. **Implementation Strategies II**

8.1 Explain how marketing issues assist in the implementation of strategies
8.2 Discuss the role played by capital requirements on strategy implementation
8.3 Outline the role of research and development in strategy implementation

9. **Strategy Evaluation**

9.1 Outline the nature of strategy evaluation
9.2 Discuss the role of strategic evaluation and control
9.3 Measure organisational performance
9.4 Discuss the major characteristics of an effective evaluation system
9.5 Explain the role of contingency plans

**RECOMMENDED READING:**


### COURSE LENGTH DESIGN: 200 HOURS

### AIM OF THE COURSE

This module is designed to inculcate leadership not just management skills in HR Practitioners but also inform them on best practice of Corporate Governance at a Strategic level and business ethics.

### COURSE OBJECTIVES:

**By the end of the course, you will be able to:**

1. Outline the role of leadership in organisations
2. Discuss the concepts that form the pillars of best corporate practice
3. Distinguish between the role of shareholders and directors in an enterprise
4. Describe how the balance of power is maintained on the board
5. Discuss the role of external auditors in proper financial reporting

### COURSE CONTENT

1. **Leadership**
   
   1.1 Explain the meaning of leadership
   1.2 Distinguish between leadership and management
   1.3 Describe the types of leadership
   1.4 Discuss the types of power that leaders have
   1.5 Outline the personal traits of an effective leader

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2. Corporate Governance

2.1 Explain the concept of corporate governance
2.2 Identify the seven pillars of corporate governance
2.3 Outline the role of whistle blowing in corporate governance
2.4 Discuss the possible causes of bad corporate governance in state owned enterprises and propose solutions
2.5 Describe the roles of the company lawyer and company secretary in line with corporate governance issues
2.6 Discuss the problems of corporate governance in companies today.

3. Shareholders and Directors

3.1 Explain the meaning of shareholder
3.2 Identify the various types of shareholders
3.3 Describe the different types of directors
3.4 Discuss the ways in which shareholders and directors can improve their relationship
3.5 Outline the reasons why Non Executive Directors (NEDs) independence is important
3.6 Describe the reasons why the independence of NEDs is difficult to attain
3.7 Distinguish between the roles played by the Board Chairman and Chief Executive Officer
3.8 Describe the nomination procedure and the role of the nominations committee
3.9 Outline the importance of director training
3.10 Explain how NEDs influence the balance of power within the board of directors

4. Balance of Power on the Board

4.1 Distinguish between unitary and two-tier boards
4.2 Differentiate between the roles played by the Board Chairman and Chief Executive Officer
4.3 Describe the characteristics and qualities expected of board members
4.4 Describe the role of the board chairman
4.5 Describe the nomination procedure and the role of the nominations committee
4.6 Outline the importance of Board training
4.6 Explain how NEDs influence the balance of power within the board of directors
5. **Financial Reporting, Rewards and Risk**

5.1 Identify the various ways in which financial reports can be distorted  
5.2 Explain the role of auditors in organisations  
5.3 Assess the independence of auditors  
5.4 Describe the role of the audit committee  
5.5 Discuss the various forms of remuneration paid to directors  
5.6 Describe the role of the internal audit function  
5.7 Discuss the principles of risk management and the role of the board in risk management

**RECOMMENDED READING:**


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COURSE LENGTH DESIGN: 200 HOURS

AIM OF THE COURSE

The course is designed to give students an in-depth knowledge and understanding of Business Statistics.

COURSE OBJECTIVES

On completion of the course, students should be able to:

1. Develop graphical and numerical depictions (histograms, bar graphs, pie chart, scatter diagrams).
2. Calculate and interpret measures of central tendency and variation.
3. Develop and analyze normal probability distributions to predict potential trends in various business disciplines.
4. Apply confidence intervals and hypothesis tests to make decisions about population characteristics based on sampling.
5. Interpret statistical information in publications about economics and commerce
6. Apply statistics in economics and commerce

COURSE CONTENT

1. Overview of Statistics

   1.1 Define the basic terms upon which the subject area of statistics is founded on
   1.2 Identify various types of statistics
   1.3 Outline the importance of statistics in business
   1.4 Explain the type of work undertaken by a statistician
   1.5 Work with the various types of data
   1.6 Apply statistics in economics and commerce
2. **Data Presentation and Analysis**

2.1 Identify sources of information
2.2 Convert data into graphical and numerical depictions (histograms, bar graphs, pie charts, scatter diagrams, Lorenz curves and line graphs)
2.3 Construct tables
2.4 Condense raw data using a frequency distribution, grouped frequency distribution and frequency polygon
2.5 Compute various quantities (statistics and parameters) associated with the data.
2.6 Interpret data in-order to make assertions about the real world.

3. **Measures of Central Tendency**

3.1 Define the terms mean, median and mode
3.2 Calculate the mean, median and mode for both grouped and ungrouped data.
3.3 Calculate and interpret the coefficient of skewness
3.4 Perform calculations on measures, geometric mean, harmonic mean and the weighted mean.
3.5 Calculate and interpret the quartiles, percentiles and deciles.
3.6 Determine the significance of the skewness of a distribution

4. **Measures of Dispersion**

4.1 Explain why measures of spread are needed in business.
4.2 Identify the various measures of dispersion (range, mean absolute deviation, variance and standard deviation).
4.3 Calculate the measures of dispersion for both ungrouped and grouped data.
4.4 Calculate and interpret the interquartile ranges and coefficient of variation

5. **Introduction to Probability**

5.1 Explain the concepts of uncertainty and probability in the business environment
5.2 Discuss the types of approaches to probability (classical, subjective and relative approaches).
5.3 Calculate probabilities relating to mutually and non-mutually exclusive events, dependant and independent events.
5.4 Calculate probabilities like joint, marginal and conditional types.
5.5 Outline the rules or laws of probability.

6. Probability Distributions

6.1 Discuss the features of general probability functions.
6.2 Perform calculations of problems involving probability distributions.
6.3 Calculate measures of central tendency and spread associated with the above distribution.
6.4 Explain the features of the Normal Distribution.
6.5 Apply the normal distribution to find areas under specified Z-values.
6.6 Discuss the features of Binomial and Poisson distributions.
6.7 Calculate measures of central tendency and spread associated with the above distribution.
6.8 Discuss the Geometric distribution and its properties.

7. Estimation and Confidence Interval

7.1 Explain the meaning of estimation in statistical inference, differentiate between parameter and statistic.
7.2 Describe the types of estimates (point and interval), estimate and estimator, qualities of a good estimator.
7.3 Differentiate between large and small sample in statistical inference (Z and t-distributions).
7.4 Identify similarities and difference between the Z distribution and t-distribution.
7.5 Estimate for any size sample; one mean, one proportion, two means and two proportions.
7.6 Interpret the estimate; explain the precision of an estimate and how it can be improved.
7.7 Define the population correction factor and its application, determination of the sample size.

8. Hypothesis Testing

8.1 Define the terms hypothesis, hypothesis testing, null and alternative hypothesis, level of significance.
8.2 Distinguish between the terms, one tail test and two tail tests.
8.3 List the steps in hypothesis testing.
8.4 Perform hypothesis tests involving large samples; one mean and one proportion.
8.5 Perform hypothesis tests involving small samples; one mean and one proportion.
9. **Index Numbers**

9.1 Explain what index numbers are and problems associated with their construction.
9.2 Discuss the simple price and quantity indices, value indices, unweighted aggregate price and quantity indices.
9.3 Calculate the weighted indices in particular the Paasche and Laspeyres, Fishers’ index number and value index.
9.4 Discuss the advantages and disadvantages of the Paasche and Laspeyres.

**RECOMMENDED READING:**


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DIPLOMA REGULATIONS

1. Introduction

As the name indicates, People Management is that part of the management function which is mainly concerned with the people who make up an organisation, and through whom that organisation achieves its goals. It pays attention to group and individual needs in practical ways, by seeing that fair and rational procedures are followed in the organisation, and that internal communications are effective. Good personnel management is the means by which those who work for the organisation are motivated at all times to work productively and efficiently.

The Human Resources Manager must ensure that clear policies are developed, administered, and communicated, in the following key areas concerning the management of human resources:

Recruitment, Remuneration, Training, Health and Safety, and Employment Relations generally. People in an organisation will be discontented if these important areas are not dealt with professionally.

2. ENTRY TO DIPLOMA STUDIES

STUDENT ENROLMENT

A prospective student who is not already a member of IPMZ must:

- Apply for membership of the Institute of People Management of Zimbabwe (forms are available from the IPMZ offices in Harare, Bulawayo, Mutare, Gweru and Masvingo
- Pay the membership joining fee
- Pay annual membership subscription fee
- The student enrolment fee
- Apply to enrol as a student using the IPMZ enrolment Form available at the IPMZ offices and on www.ipmz.org.zw.

2.1 ENTRY QUALIFICATIONS-

Prospective students must be in possession of a minimum of FIVE ‘O’LEVELS, or equivalent, including ENGLISH, MATHS OR ACCOUNTS.

2.2 SINGLE SUBJECT CERTIFICATE COURSES –

The same entrance qualifications apply for single subject certificates although a managerial discretion may be used to admit students in this area with each case being treated with its merits.
3. ENTRY TO THE HIGHER DIPLOMA

Entry to the Higher Diploma in Human Resource Management is dependent on passing at Diploma level. A student may enrol for the Higher Diploma after passing the requisite 10 Diploma subjects. With the increased number of modules at Diploma level, the point system of entry that existed previously is no longer applicable.

3.1 DIPLOMA SUBJECT RESULTS ARE GRADED AS FOLLOWS:

- Marks: 50-59% Pass
- Credit: 60-74% Credit
- Distinction: 75% and above

3.2 RECOMMENDATION

IPMZ recommends that prospective students be in employment before attempting to study at Diploma level. Work experience will be most helpful when completing assignments, all of which are job-based. University and Polytechnic students must submit their registration forms together with their admission letters from their respective Institutions. Students not employed should seek attachments and the institute will provide supporting letters.

3.3 REQUIRED DOCUMENTATION

Certified copies of ‘O’ Level/equivalent certificates MUST accompany applications to enrol. Married women whose names have changed should submit certified copies of marriage certificate.
4. **EXEMPTIONS POLICY**

**APPLICATION FOR EXEMPTIONS ON ANY OTHER BASIS**

The IPMZ Diploma is a practical vocational and professional qualification which contains relevant information and skills to the fields of Human Resource Management, Human Resource Development and Labour Relations. The academic approach to the subject matter in a university degree, for example, would not totally equip the individual for practical purposes in working life in human resource management in the same way the Diploma aims to do. In this regard, not all subjects are exemptible.

**Exemptions**

1. Only students who have passed subjects at tertiary (post-Senior Certificate) level may apply for exemptions.

2. Only subjects examined by formal academic institutions such as universities, technical colleges or recognized professional bodies are considered.

3. The Examining Board must be recognized by IPMZ and accredited by the Ministry of Higher & Tertiary Education (MoHTE) or equivalent if it is foreign.

4. The Examinations and syllabuses must be comparable both in standard and content. IPMZ exempt syllabus with 90% content.

5. Subject exemptions must be applied for on the official IPMZ Subject Exemptions form and must be accompanied by:
   - Certified copies of detailed academic statements (indicating subject names, actual percentages/or an explanation of symbols).

6. Exemption fee(s)
   - Exemptions will not be recorded until the student has paid the exemption fee(s)

7. The Application will be decided by an exemptions committee which shall sit at least once a month. The Committee is made up of three members from the Public Relations, Education and Research Committee, one member of Council outside of PR and the Director of the Institute. The Vice President PR will chair the Committee or an appointee in his absence. Three members will form a quorum. The decisions of this Committee will be final. Only appeals on account of law will be entertained.

8. A total of 50% of the 10 subjects can be exempted at Diploma level. However it has to be noted that there are three subjects per Diploma which cannot be exempted as listed on 9.1, 9.2 and 9.3. For clarity following exemptions, a student must do a total of 5 subjects which include the mandatory 3 as listed in the tables plus an additional two.

9. Exemptions are done subject to subject and core foundational HR subjects especially the subjects listed on tables 9.1, 9.2 and 9.3 are not exemptible.
9.1 The Diploma in Human Resource Management (Dip HRM)

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9.2 The Diploma in Human Resource Development (Dip HRD)

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9.3 The Diploma in Labour Relations (Dip LR)

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</table>

10. There are no exemptions at Higher Diploma.

11. Contact Us

1. **(IPMZ National Office), 3rd Block, 2nd Floor, I Kwame Nkrumah Ave,** HARARE: Tel +263 4 755241/3, 780210/1 or POST to Box 10336, HARARE – or FAX to +263 4 755244 or E-MAIL to marketing@ipmz.co.zw/information@ipmz.co.zw

2. **BULAWAYO-Contact +263 9 883 399 or visit Number 19A Connaught Ave, Fort St, Bulawayo** Email: ipmzmat@mweb.co.zw

3. **MUTARE-Contact- 0773 617 426, 0773 377 386 or visit IPMZ Manicaland Branch, 123-125 Hebert Chitepo St , 3rd Floor, Suite 113, Mutare**

4. **GWERU-Contact- 0714 086 214 or visit IPMZ Midlands Branch, Room 408, 4th Floor, Cabs Building, Corner Robert Mugabe Way/ 5th Street, Gweru.**

5. **Masvingo - Contact- 0772 784 155**

The Value of Membership is Priceless