

**Become a driver
of business performance**

Strategic Human Resource Management



Certificate of
Competence

Transform your HR function from transactional to strategic and unleash organisational performance.

WHY?

- Effective and strategic Human Resources Management is key to an organisation's success
- Strategic HR leaders help organisations attract, develop, retain and inspire top talent ensuring an organisation's competitiveness in today's business landscape
- Strategic HR leaders are highly valued as critical partners to business leaders and support the achievement of organisational goals



Duration: 10 weeks
online learning

Develop understanding of critical HR focus areas like performance management, B-BBEE, talent management, employee engagement, and more.

Aimed at

- HR officers or practitioners
- Senior line managers responsible for managing human resources
- Organisational design managers
- Small business owners who manage employees

IMAGINE

being able to contribute at a strategic level and demonstrate true value to your organization's success by mastering HR management strategy, diversity and B-BBEE issues, employee engagement, performance management, and change management.

Learning outcomes

- Contribute at a strategic level as HR management, showing true value to business
- Understand the processes and techniques involved in HR management strategy
- Demonstrate familiarity with issues related to diversity and B-BBEE
- Describe the principles and drivers of employee engagement
- Demonstrate understanding of performance management concepts and processes
- Comprehend issues related to change management

The course aims to provide human resource teams and business leaders with the skillset and knowledge to carry out their HR responsibilities at a more strategic level, with the objective of contributing to the accomplishment of the strategic goals of the organisation.

Strategic Human Resources Management Course Overview

Format

Wits University Certified
Online Short Course

Breakdown

10 weeks of online learning
with assessments

Language

English

Course Outcomes (Summarised)

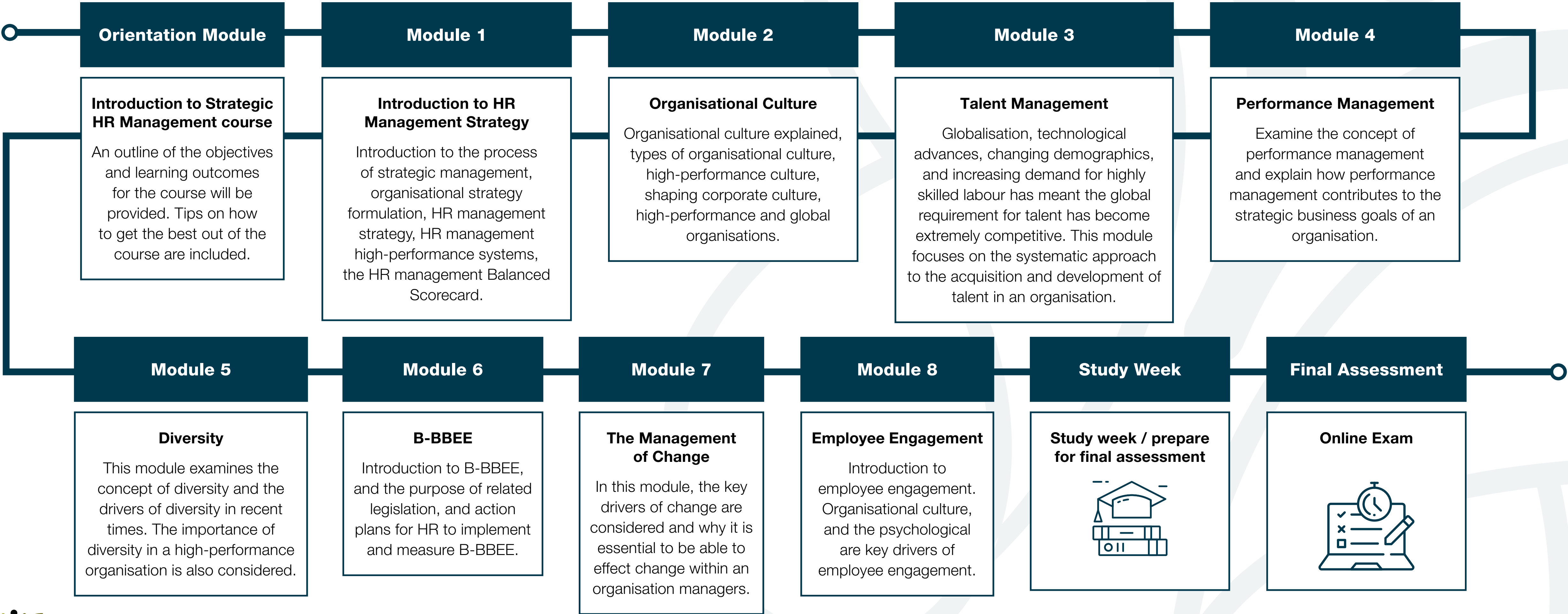
- Enable HR practitioners to contribute at a strategic level within their organisations.
- Enable HR practitioners to help shape the development of a high-performance organisation

Course Curriculum

Module 1	Introduction to Human Resources Management Strategy	Module 5	Diversity
Module 2	Organisational Culture	Module 6	Broad-Based Black Economic Empowerment
Module 3	Performance Management	Module 7	The Management of Change
Module 4	Performance Management	Module 8	Employee Engagement

Strategic Human Resources Management Course Prospectus

Course Outline



Strategic Human Resources Management Course Prospectus

Course and Module Overview

Course Overview

This course aims to enable Human Resources teams as well as business leaders to manage their HR functions at a more strategic level to drive business performance. You will learn about the process of human resources management strategy formulation and implementation, what a high-performance organisational culture is, the importance of talent management in high-performance organisations, how performance management contributes to the strategic business goals of an organisation, the importance of diversity in a high-performance organisation, the rationale for B-BBEE initiatives, the importance and management of organisational change as well as the key drivers of employee engagement.

Module 1: Introduction to Human Resources Management Strategy

This module deals with gaining an understanding of the global trends influencing organisations, key concepts in strategic management, the steps in the strategic management process, differentiating the main categories of organisational strategy, the process involved in developing a human resources strategy, how human resources management high performance systems can promote organisational effectiveness and understanding the importance of the balanced scorecard to human resources management strategy implementation

- **Topic 1:** Trends shaping business
- **Topic 2:** Introduction to strategic management
- **Topic 3:** The strategic management process
- **Topic 4:** Organisational strategy formulation
- **Topic 5:** Developing a human resources management strategy
- **Topic 6:** Human resources management high-performance systems
- **Topic 7:** The human resources management balanced scorecard

Module 2: Organisational Culture

Peter Drucker said, “Culture eats Strategy for Breakfast”. In module 2 we look at the elements of corporate culture in successful organisations, the different types of organisational culture, what the key characteristics of a high performance culture are, the ways in which corporate culture can be adapted, and the implications for organisations operating at a global level.

- **Topic 1:** Organisational culture explained
- **Topic 2:** Types of organisational culture (Deal and Kennedy, Handy and other models)
- **Topic 3:** High-performance culture
- **Topic 4:** Shaping corporate culture
- **Topic 5:** High-performance and global organisations

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Course and Module Overview

Module 3: Talent Management

Module 3 deals with the management of talent. After completing the module the learner will understand the concepts of talent management, the role of selection in respect of organisational strategy, how human resource development can contribute to the strategic advantage of an organisation, the relationship between strategic human resource management and knowledge management, the importance of succession in relation to organisational strategies, the link between rewards or compensation and organisational strategy, as well as an understanding of performance management and how it impacts talent management.

- **Topic 1:** Talent management overview
- **Topic 2:** Importance of staff acquisition
- **Topic 3:** Developing human resources
- **Topic 4:** Knowledge management
- **Topic 5:** Developing succession
- **Topic 6:** The role of reward management in managing talent
- **Topic 7:** The relationship between performance management and talent management

Module 4: Performance management

This module deals with how performance management contributes to organisational success, the role of performance management in respect of organisational strategy, an overview of performance management systems, the various methods for reviewing performance, and the relationship between performance management and leadership development.

- **Topic 1:** Introduction to performance management
- **Topic 2:** Organisational strategy and performance management
- **Topic 3:** Performance management systems
- **Topic 4:** Reviewing performance (methods of review)
- **Topic 5:** Succession and leadership development

Module 5: Diversity

Module 5 looks at the value of diversity in an organisation, how diversity contributes to organisational growth, the different strategies for managing diversity in organisations, the major obstacles in developing a diverse workforce, the effectiveness of legislation in managing discrimination, and what is involved in developing a diversity action plan.

- **Topic 1:** Introduction to diversity
- **Topic 2:** Diversity and organisational growth
- **Topic 3:** Strategies for diversity
- **Topic 4:** Common challenges with diversity
- **Topic 5:** The impact of legislation globally
- **Topic 6:** Diversity action planning for human resource managers

Strategic Human Resources Management Course Prospectus

Course and Module Overview

Module 6: Broad-Based Black Economic Empowerment

This module deals with B-BBEE and the implications for business, the legislative requirements in relation to B-BBEE, the B-BBEE codes and how they should be implemented in business, and the role of human resources management in the implementation of B-BBEE.

- **Topic 1:** Introduction to B-BBEE
- **Topic 2:** Legislation and B-BBEE
- **Topic 3:** Implementation of B-BBEE
- **Topic 4:** An integrated set of action plans for HR management

Module 7: The Management of Change

Module 7 looks at change and the importance of change for an organisation, the drivers of change in an organisation, the methods used to facilitate change in an organisation, the models that can be deployed for managing change in an organisation, the changes that can take place at an individual level within an organisation and the sources of and methods for managing resistance to change in an organisation.

- **Topic 1:** Introducing change
- **Topic 2:** Drivers of change
- **Topic 3:** Methods for change
- **Topic 4:** An integrated set of action plans for HRM
- **Topic 5:** Individual models of change - personal transitions
- **Topic 6:** Managing resistance

Module 8: Employee Engagement

The last module deals with the importance of employee engagement in organisations, the implications of engagement and the effect of this on organisational culture, the psychological contract and its effect on employees, the key drivers for employee engagement and steps to be taken to improve employee engagement.

- **Topic 1:** Introduction to employee engagement
- **Topic 2:** Engagement and organisational culture
- **Topic 3:** The psychological contract
- **Topic 4:** Key drivers of employee engagement

Content Expert and Lecturer

Rob van der Schyff

Lecturer and writer of this course

Lectures in human resources disciplines applying more than two decades of international industry experience as Human Resources Executive at SAB Miller.



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