

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



HUMAN RESOURCE MANAGEMENT  
IN THE PUBLIC SECTOR

## **Part A: Human Resources Management in Context**

### **Human Resource Management in a Dynamic Environment:**

- Economic Changes
- Social and Cultural Changes
- Technological Changes
- Legal Environment
- Privatisation and Contracting Out Services
- New Public Service
- Strategic Human Resources Management

### **Strategic Human Resources Management and Planning**

- Strategic Planning
- Strategic Human Resources Management
- Human Resources Planning
- Strategic Human Resources Management
- Problems and Implications of Strategic Human Resources Management
- Changing Role of Human Resources Management
- SHRM Audit
- Human Resources Information Systems
- HR Benchmarking and Return On Investment

### **Strategic Human Resources Management and Technology**

- Information Systems Technology
- Organisational Change
- Types of Information Systems
- Information Systems Design
- Information Technology Resource Policies
- Human Resources Information Systems
- Strategic Human Resources Management

### **Equal Employment Opportunity**

- Laws
- Proving Employment Discrimination
- Affirmative Action

### **Valuing a Diverse Workforce**

- Glass Ceilings
- Why Diversity is Important
- Equal Employment Opportunity
- Compliance with Laws and Managing Diversity
- Human Resources Implications for Managing Diversity
- Sexual Harassment
- Sexual Orientation
- Employer Liability

### **Volunteers in the Public and Non-profit Sectors:**

- Use of Volunteers
- Volunteer Motivation
- Recruitment
- Pre-recruitment Process
- Managing Volunteers
- Orientation and Training
- Volunteer Recognition
- Evaluation
- Governing Boards

**Part B: Methods and Functions of Human Resources Management in the Public Sector**

**Job Analysis**

- Legal Significance of Job Analysis Data
- Job Analysis Information and Methods
- Designing a Job Analysis Programme
- Strategic Job Analysis
- Job Analysis Techniques

**Recruitment Selection**

- Recruitment
- Screening Applicants
- Psychometric Terms and Concepts
- New Directions
- Executive and Managerial Recruitment and Selection

**Performance Management**

- Developing an Evaluation Programme
- Rater Training
- Who Should Rate
- Executive Evaluation
- Documentation
- Evaluation Review
- Ethical Issues in Performance Appraisal
- Performance Appraisal Techniques
- Alternative Performance Management Techniques

**Compensation**

- Equity
- Compression
- Grade Creep
- Pay Differentials
- Executive Compensation and Benefits

**Benefits**

- Required Benefits
- Discretionary Benefits

**Training and Development**

- Needs Assessment
- Developing Training Objectives
- Developing the Curriculum
- Delivering Training
- Evaluating Training
- Career Development
- Managerial and Executive Development

**Collective Bargaining in the Public and Non-profit Sectors**

- History of Private Sector Collective Bargaining
- Collective Bargaining in Non-profit Organisations
- National and Local Organisations
- Concepts and Practices of Collective Bargaining
- Public Sector Distinctions
- Non-profit Sector Distinctions
- Privatisation of Public Services

**Reading List**

**Main Text**

Joan E Pynes, Human Resource Management for Public and Nonprofit Organizations (Jossey Bass Wiley, 1997, ISBN 0787908088)