

ergonomics. This module addresses; problem solving tools (recording and analysis tools, activity charts, line balancing), operation analysis, manual work design (principles of motion economy, motion study), time study (performance rating and allowances), standard data and formulas, work sampling, predetermined time systems, job analysis and design, job evaluation and compensation.

DHT 2005 Talent Management

The objective of this course is designed to create symbiotic relationship between talent and organization to accelerate performance improvements by instituting talent management system that ensures identification, attraction, management, development and retention of critical skills of the talent portfolio. This module addresses; Talent pipeline, Critical skills mapping, Talent profiling, Competency Mapping, Competency Development, Talent redeployment, Labour Economics, Career Psychology, Training & Development, Employer branding.

DHT 2006 HR Research Fundamentals

Research fundamentals module introduces the concepts and applications of business and human resources research through the marketing management approach. This course emphasizes the basic methodologies, as well as introduces a variety of techniques, and demonstrates how research applies to strategy, including business, talent, reward, compensation and training development. This module will address: Research Foundations, Qualitative Methods, Secondary Research, Working Session, Qualitative Preparation, Quantitative Methods, Qualitative Methods, Introduction to SPSS, Communication Research Results.

DHT 3001 Human Resources Finance

This module will address the following areas; foundations: the financial environment, cash flows and accounting, shareholder wealth and the agency problem, human resources financial decision making, the time value of money, human resources budgeting, tools of financial analysis, the goal of the finance function. Analysis of financial position: ratio and funds flow analysis. Concepts of value and return, risk and return, financial and operating leverage, financial ratios, budget analysis and investment appraisal. Management of working capital, estimation and financing, management of cash. This module addresses; Employee benefits Funding, Compensation and Reward programme funding, Pension Administration, human resources expansion funding, retrenchment and exit funding, main concepts of financial management including ROI, financial ratios, human capital planning and budgeting, budget analysis, evaluation and human resources (project) investment appraisal.

DHT 3002 Continuity Planning & Succession Management

To develop the students' understanding of the key elements of Continuity Planning and Succession Management and the role of risk managers and their organisations in ensuring business continuity. The module seeks to get students to understand the business and human resources related that can threaten business continuity management as part of a risk management framework. The module therefore attempts to encourage proactive human resources and business management to safeguard against disasters. This module addresses; Human Capital Planning, Knowledge Management and Learning Organizations, Coaching and Mentoring, Management of Intellectual Capital, Potential Appraisal and Career Development, Competency Profiling and Mapping, Contingency Planning.

DHT 3003 Organisation Design & Change Management

The module gets students to appreciate change planning in organizations including diagnosis of the organization and implementation of organizational development interventions. The module addresses; organizational structures, organizational culture, design of strategic business units, theories of motivation and their relevance. Transformational Leadership, conflict management, managing change, down-sizing, retrenchment, post merger and acquisition redesign are covered. Unbundling in multi-strategic business enterprises and innovation in organizational design are included in the course.

DHT 3004 HR Policy & Standards

The essence of understanding HR policy and standards is to enhance human capital management of the organisation. This module attempts to develop skills and understanding of HR policy and standards through enhancing the crafting and implementing a uniform HR policy and HR standards. The module will address; Importance of HR policy and standards, HR policy framework and contents, HR code and standards, SHES policies, authority and procedures, HR committees and responsibilities of the executive committee and the Board committees. Policy reviews and responsibilities.

DHT 4001 Work Related Research

The course aims to equip candidates with research skills applicable in the business arena. These will include development of research proposals having fully defined the research problem; establish research objectives, quantitative and qualitative approaches to business research and respective data techniques. Candidates will produce a practical business research project write up of up to 8000 words, representing 100% assessment for this final course.



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EXECUTIVE DIPLOMA



HUMAN CAPITAL & TALENT MANAGEMENT



Affiliate College of the National University of Science & Technology
Registered with the Ministry of Higher and Tertiary Education



National University Of
Science & Technology

Introduction

This programme is based on the reality that managing and developing human resources is critical to any organization's performance. Most organizations assert that human resource is the most valuable asset as it can provide them sustainable competitive advantage. Contemporary research in human resources management is seeking capitalization of human assets in computation of organisational balance sheets and market values. Human capital requires high level capacity in its development and growth as its failure easily brings organisations and economies down. Talent identification, attraction, development and retention are topical issues in organisation development today. This course offers practical hands on approach to development of human resources, conveying concepts through a combination of theory, cases, examples, and skill building exercises. It will provide a comprehensive review and understanding of latest trends in human resources management that can better equip managers to effectively develop their human capital.

Objectives of the Programme

- To equip students in the private and public sectors with skills to effectively execute corporate strategy related to human capital
- To develop competencies in practitioners in human resources management to identify, attract, develop and retain cost effectively human assets necessary to support business operations and performance.
- To encourage a culture of relationship and performance based human resources management in Zimbabwe so as to manage staff turnover and optimise on employee engagement and performance.

Entry Qualifications

- At least 5 O' Levels at grade C or better inclusive of English and mathematics. However, candidates who do not have O; Level mathematics can apply and shall be required to successfully complete a compulsory mathematics access course (Quantitative Methods CQM 1100) before commencement of the programme.
- A minimum of two years' relevant work experience.
- Higher qualification will be an added advantage.

Duration of Programme

The programme consisting of coursework shall normally be completed over 24 months in an intensive part-time basis (week-ends).

Course Synopsis

DHT 1001 Business Communication

The aim of this module is to address the need for a Business Executive to be knowledgeable and competent in dealing with the communication challenges faced by today's organisation. To achieve in the business world today one have to be able to communicate well. Oral communication and report writing are central to decision making in organisations. This module aims to rescue executives who often struggle with their communication skills to achieve the right impact. The module will address the following issues; Communication Theory, Communication in an Organisation, Written Communication, Messages, Oral Communication, Meetings, Graphic Communication, Audio and Visual Aids.

DHT 1002 Quantitative Methods

This course is a study of quantitative methods and approaches in organization. The objective of the course is to familiarize the student with advanced quantitative approaches and mathematical optimization techniques used to address managerial and industrial problems. Students will understand and apply the basics of descriptive statistics and inferential statistics to improve or enhance the decisions they make in business. This module will address; Collection and presentation of numerical information, Data Description, Business Calculations, Correlation and regression analysis, Probability, Linear Programming: Assumptions Graphical , Sampling, Index Numbers, Time Series Analysis.

DHT 1003 Business Analysis & Strategy

The roots of business are premised on value creation and success hinges on the ability to create superior value for stakeholders. Businesses do not operate in a vacuum and they compete for markets. The whole essence of analysis and understanding of the operating business environment (broadly micro and macro) is to place the business at a strategic advantage over its competitors to deliver superior value. This module attempts to develop skills and understanding of the variables (either internal or external) that militate against and also those that facilitate value creation. The objective being to exploit those factors that support value creation and working around those with adverse impact. The module addresses; The business environment, Strategic Planning Process, Strategic Analysis, Strategic Review, Strategic Refocusing, Business Planning, Operational and Functional Planning and the HR Management Framework.

DHT 1004 HR Informatics & Support Systems

The aim of this module is to provide a conceptual framework and practical applications of Information Technology to organisational situations; and assess the knowledge and skills necessary for a human resources manager to function in an Information Technology driven economy / business. The module will address the following; Human Resources Data Sources, Data Processing, Value of HR Information, Competitive intelligence, HR Information System, Information Management and Decision Support Systems (DSS), Information Management Infrastructure, and Modern HR information systems, Selection and use of HR software, Payroll systems.

DHT 1005 Industrial Relations & Labour Legislation

The objective of this course is to sensitize and expose students to critical tasks, functions and issues of industrial relations and to gain insight into the dynamics of employee management relations on the different job situations. The module will address the following; Labour law in Zimbabwe, Works Council and Workers Committees, Employee Associations and Trade Unions, Employers, Labour Conflicts and Negotiations Skills, Arbitration, Collective Bargaining, Termination of Employment, and Disciplinary Processes.

DHT 1006 HR Training and Development

Rapid changes in technology and job design, along with the increasing importance of learning- and knowledge-based organizations, make training and development an increasingly important topic in human resources development. In this course, the student will learn how to 1) identify training and development needs through needs assessments, 2) analyze jobs and tasks to determine training and development objectives, 3) create appropriate training objectives, 4) design effective training and development programs using different techniques or methods, 5) implement a variety a different training and development activities, and 6)

evaluate training and development programs. This module will address: Employee learning and Development, Training and Learning, Transfer of Training, Traditional Training Methods, Training Evaluation, Employee Development, Careers and Career Management, The Future of Learning and Development.

DHT 2001 Organisational & Industrial Psychology

This course will introduce methods, practice, research, and theories of Industrial and Organizational Psychology. It is a subfield of psychology concerned with various aspects of people in the workplace, including employee productivity and well-being. The "Industrial" part deals with human resource functions such as analyzing jobs, appraising employee performance, selecting, placing, and training employees. The "Organizational" part is concerned with the social and psychological aspects of work, including employee attitudes, behaviour, emotions, health, motivation, leadership, etc. This module addresses; Workforce diversity, Group dynamics, Motivation, Performance and Productivity Management, Performance Development, Job Enrichment, Job Enlargement, Compensation Management, Employee Morale, Organisational Psychology, Individual Differences & Work Performance.

DHT 2002 Human Capital Analytics & Accounting

This module aims to provide a basis for the conceptual framework of Human resource analysis and accounting. The motive is to be able to determine cost value information for making proper and effective management decisions about acquiring, allocating, developing and maintaining human resources in order to achieve cost effective organizational objectives. It is also to develop a capability to analyse the human asset i.e. whether such assets are conserved, depleted or appreciated over time. In all, it promotes the valuation of human resources, recording the valuation in the books of account and disclosure of the information in the financial statement. The module addresses; Human Capital Valuation, Quantity and quality Measures, Human Capital Profile, Human capital stock, HR Accounting, HR Capital Growth, HR Capital Depreciation, Human Capital Lifetime Income Accounting.

DHT 2003 Human Capital Auditing

The module is aimed at developing competencies to examine and pinpoint strengths and weaknesses related to H.R. areas and skills and competencies to enable an organization to achieve its long-term and short-term goals. The module assist students enhance the design and implementation of human resource policies and programs. Human capital auditing should skill students to do reviews on HRM's compliance with policy and statutory regulations. This module addresses; environmental scanning (internal and external), regulatory and administrative demands, HR audit process, align HR to the strategic direction of the organisation, recruitment & selection methods and trends, current practices Vs best practices.

DHT 2004 Work Study & Job Evaluation

There is this realisation that productivity management is a critical part of the puzzle. The value of performance and productivity management has never been as important to management of organisations given the state of the global economy. In a complex world of industry and business, organizational efficiency is largely dependent on the contribution made by the members of the organization. The module aims to develop competencies to manage the productivity for the perspective of work and