

whats UP @ HRM

keeping you in touch

NEW

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Contact information

Department of Human Resource
Management

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From the editor

The introduction of this newsletter for our department symbolises for me the start of a new season. This will become clearer as you read about our new HOD, our new postgraduate programmes, the recently established Advisory Board and the activities of HR Tuks. Although I have been with the University of Pretoria (UP) and this department for the last five years, I am experiencing new energy and synergy in our department, together with refreshed ideas and initiatives. This excites me, since under the leadership of Prof Alewyn Nel, our staff and students are starting to understand and experience the influence of human development, organisational development and human capital potential. This newsletter is only one of the many new initiatives and activities that we as department plan to embark on. This brings me to the vision of the newsletter. With these new initiatives and renewed energy in our department, we are attempting to be more visible, not only to prospective students but also to their prospective employers. Therefore, our vision is for this newsletter to be a platform where we can showcase our activities and share with students and industry colleagues what we are doing in our department. Hence the name 'whatsUP@HRM – keeping you in touch'. We will keep you in touch with what we are doing as we try to stay in tune with our students and industry partners. I hope you find this newsletter most insightful.



Eileen Koekemoer

Prof Eileen Koekemoer



Message from the new HOD

The Department of Human Resource Management has formed part of the Faculty of Economics and Management Sciences at the University of Pretoria for more than 30 years. As the newly appointed Head of Department, it is a privilege to be part of this department which includes a diverse, dynamic group of staff members and students who show potential to become leaders in our subject fields.



Alewyn Nel

The fourth industrial revolution provides us as educators and academics the opportunity to teach our students to be not only resilient, but to be the front runners and trend setters in industry. As academics, we understand the importance of involving industry in curriculum refinement. At the beginning of 2018, we established an Advisory Board which includes practitioners in the fields of Industrial Psychology, Human Resource Management and Labour Relations. The Advisory Board meets twice a year with our department where they provide insight pertaining to work-place trends and assist us in ensuring our qualifications provide our students with the necessary skills and competence needed in the ever-changing world of work. Additionally, during the first six months of this year, members of our affiliated professional bodies and associations (the South African Board for People Practices, the Society for Industrial and Organisational of South Africa, and the Health Professions Council of South Africa) visited or presented workshops to our staff members and students. We, as department, value our relationships with these entities who assist us to maintain our programme standards, social responsibility initiatives and our students' employability.

Apart from quality in our curriculum, it is our department's focus to deliver research that is contemporary, answering real-world problems and providing innovative perspectives for a changing world of world. Our department currently has seven NRF-rated researchers (one of whom is A-rated), and several projects that involve international scholars. It is important for us to deliver research that is locally relevant but internationally recognised and endorsed. This is evident in our research outputs in high-impact journals and well-distributed scholarly books.

This newsletter is a way for us to showcase our academic activities to our current and prospective students, industry partners and alumni. We are pleased to provide transparency and perspective in our world of academia and hope you find this newsletter interesting and valuable.

Linking our department with industry leaders



An Advisory Board representing Experts from corporate South Africa conversant in IOP (Industrial and Organisational Psychology), HRM (Human Resource Management) and LR (Labour Relations) were selected during 2017 to work in close cooperation with our department.

The aim of this partnership is to ensure that the programmes developed and presented by our department are linked to the needs in industry. To this end, members of the advisory board play a critical role in evaluating the modules presented at undergraduate and postgraduate levels, and provide constructive feedback on the knowledge base and experiential training expected of prospective employees in the IOP, HRM and LR fields in industry. The advisory board will meet twice a year, and in March the first meeting took place with members of the department and the HOD, Prof Alewyn Nel. Feedback from the board members on this session was very positive; they found it insightful and valued being part of our department. We are proud to be linked to these experts in our field.

The advisory board consists of: Adv Elsabé Maree (CCMA), Dr James Ramakau (AngloGold Ashanti), Dr Johann Roux (the Institute for Transdisciplinary Development), Ms Liezel Pheiffer-Blignaut (Human Capital Business Solutions (Pty) Ltd), Ms Madele Nelson (Deloitte African Millennial Council), Ms Manoko Ratala (Sekgwari Management Consulting), Ms Nadene Venter (Nadene Venter Consulting), Prof Deon Meiring (UP), Dr Herbert Kanengoni (UP), Prof Pieter Schaap (UP), Mrs Christa Smit (UP), Prof Nasima Carrim (UP) and Prof Alewyn Nel (UP).

New Postgraduate programmes from 2019

Apply
before
31 Oct 2018

Honours

One year,
Eight subjects each

BComHons (Industrial-Organisational Psychology)

Students will develop important skills in order to apply fundamental practices in psychometrics, psychological assessment, counselling, well-being of employees, and personnel, career and organisational psychology. This programme consists of a 30-credit research project.

BComHons (Human Resource Management and Labour Relations)

Students will develop important skills in order to apply fundamental practices in collective bargaining and negotiation, dispute resolutions, personnel management, career management, well-being of employees and organisational psychology. This programme consists of a 30-credit research project.

Masters

Two years each

MCom (Industrial Psychology)

This course-work programme integrates theoretical components with a practical module. It enables students to gain an understanding of the fundamental applications of psychology in order to enhance the well-being and overall experiences of employees in the work place. Students will develop important skills in the advancement of cross-cultural psychology, counselling, career psychology, change dynamics, assessment, ethics and industrial psychology practices in the world of work. This programme includes a research methodology module, and students need to complete a mini-dissertation in their second year of study.

MPhil (Human Resource Management)

Students will develop important skills in this course-work programme with theoretical components and a practical module, to make strategic decisions and apply fundamental competencies pertaining to strategic human resource management, talent management, leadership, human resource metrics, diversity dynamics, change dynamics and labour relations practice. This programme includes a research methodology module, and students need to complete a mini-dissertation in their second year of study.

MCom (Human Resource Management)

This course work programme integrates theoretical components with a practical module where students are guided and coached in taking strategic decisions and thereby becoming HR leaders in industry. You will learn essential skills in taking strategic decisions and applying fundamental competencies of Strategic Human Resource Management, Talent Management, Leadership, Human Resource Metrics, Diversity Dynamics, Change Dynamics and Labour Relations Practice which is rounded off by a Research Methodology module and a mini-dissertation.

Celebrating the graduation of our students

The autumn graduation ceremonies have come to an end, and the Faculty of Economic and Management Sciences at the University of Pretoria conferred 13 doctorate degrees, 211 master's degrees, 432 honours degrees, 233 postgraduate diplomas and 1 554 bachelor's degrees. Within the Faculty, our department conferred nine master's degrees, 27 honours degrees, and 40 bachelor's degrees. We are especially proud of Christa Smit, our postgraduate administration officer, who was awarded her master's degree in Human Resource Management under the supervision of Dr Sumari O'Neil. Her dissertation topic focused on the framework for the selection of applicants for a master's degree in industrial-organisational psychology in South Africa. The day was a joyous one for all, and we wish to congratulate our students on their achievements.





Awarding our students for their excellent academic achievement

Written by: Tiffany Webster

On 10 May 2018, the Department of Human Resource Management's annual prize-giving ceremony was held at the spectacular Villa Sterne Boutique Hotel in Pretoria. On arrival, it became evident why the department elects to continuously hold this prestigious event at Villa Sterne, as it is truly exceptional. On entrance, guests were greeted with sherry and a breath-taking view overlooking Pretoria and the Union Buildings, with a fire sparkling in the corner and a string section including Prof Schaap's daughter playing softly in the background.

Prize winners and their guests had the opportunity to sit outside, listen to the wonderful music, enjoy the amazing views and, of course, take photos with the perfect scenery as their backdrop. After a little while, guests were called into the venue and given the opportunity to meet the sponsors for the evening. The formal prize-giving ceremony began with the department's HOD, Prof Alewyn Nel, welcoming the guests and staff, after which the prizes were awarded to the undergraduate students, HR Tuks, honour's students and, finally, the master's students. Each sponsor was called to award their prizes.

The prize winners and sponsors for the evening included the following:

- **Jeanne-Lee Smit:** Award for the best achievement during the three-year study period for the degree BCom (Human Resource Management), awarded by Chantelle van der Walt from LexisNexis
- **Maryke Nel:** Award for the best achievement in the subject Labour Relations (ABV 320), awarded by Marieta van Zyl from AHI Employers' Organisation
- **HR Tuks:** Award for the most improved sub-house in the EMS Faculty (2017) and for the best fundraising initiative in the EMS Faculty (2017), awarded by Mr Sakkie van Greunen



Chantelle van der Walt (Lexis Nexis) and Jeanne-Lee Smit



Marieta van Zyl (AHI) and Maryke Nel



Dr. Jerry Gule (IPM) and Tiffany Webster

- **Tiffany Webster:** Award for the best achievement for the degree BComHons (Human Resource Management), awarded by Dr Jerry Gule from the Institute of People Management



Dr. Jerry Gule (IPM) and Jeshika Gopal

- **Jeshika Gopal:** Award for the best academic achievement in research subjects for the degree BComHons (Human Resource Management), awarded by Dr Jerry Gule from the Institute of People Management

- **Tiffany Webster and Tanya Kuhn:** Award for the best academic achievement in the subject Labour Relations (ABV 700) for the degree BComHons (Human Resource Management), awarded by Chantelle van der Walt from LexisNexis

- **Alice Slabbert:** Award for the best overall achievement for the degree MCom (Industrial and Organisational Psychology), awarded by Mr Marius Meyer from the SABPP.



(left) Mr. Marius Meyer (SABPP) and (in the middle) Alice Slabbert



If you would like to sponsor an
award for our new programmes
please email
eileen.koekemoer@up.ac.za

After the prizes were awarded, a wide range of soups, cheeses and breads were served, followed by brownies and tea and coffee for dessert. This wonderful event is evidence that the department is appreciative of and values the HR students' hard work and dedication. We hope that more students will become motivated to work hard to have the opportunity to experience this event themselves.

Who is HR Tuks



Written by: Frank Wilkinson (Chairperson of HR Tuks)

Our purpose is, first and foremost, to enhance student life for HR students at UP. We do this in five key areas:

1. **Academic assistance** – Every student has the primary goal of obtaining a degree. We make ourselves available to the students and do our level best to help them where we can, or direct them to others that can help them if we cannot.
2. **Social interaction** – As we all know, there is more to life than studying, so we do our best to create opportunities for students to build lasting relationships and enjoy themselves.
3. **Community outreach** – We are all very fortunate to be at such a fantastic university. We would like to give back and try to have a positive impact on the heart of what makes Pretoria so great – the community.
4. **Work readiness** – As important as qualifications are, the old adage still seems to ring true: 'It's not what you know, but who you know that matters.' We try to benefit both students and organisations by bringing them together and sharing exactly what both parties have to offer, and what they expect in return.
5. **Sports** – We do not arrange a lot of sporting events as HR Tuks, but rather work with Commercii, as we do not have enough students to have entire teams or events by ourselves.

Last year we were very successful, winning the prizes for 'The Most Improved Sub-house' and 'The Best Fundraising Initiative' for our outreaches. We hope to be even more successful this year and have already organised some fantastic events, including a networking event in association with the SABPP, a Valentine's Day fundraiser and an educational excursion to Vista Clinic. We are a sub-house of Commercii, the Economic and Management Science Faculty House. Being a part of the substructure enables us to collaborate with other sub-houses and build relationships across the Faculty.

Top Row: Frank Wilkinson (Chairperson);
Teagan Routledge (Socials); Corlette
Vermeulen (Transformation); Chrisna
Minnaar (Vice Chairperson)
Middle Row: Hesti Groenewald (Academics
and Mentorship); Mihandi Kirchner (Sports)
Bottom Row: Riko Smith (Treasurer);
Katlego Madupela (Secretary); Andrea
Yazbek (Outreach); Daniella Yasbek (Social
Media and Marketing)





Teambuilding weekend for IOP students

At the beginning of 2018 the department welcomed our new MCom (Industrial and Organisational Psychology) students with a team building weekend at Matlapeng, a farm located in a tranquil valley approximately 90 km from Pretoria. This event has been held annually since 2010 and students are accompanied by three staff members, Prof Deon Meiring (Programme Manager: Internship), Dr Herbert Kanengoni (Programme Manager: Magister in Industrial and Organisational Psychology) and Mr Sakkie van Greunen (lecturer).

This team-building weekend focused on activities that allowed the students to meet possible partners, engage in informal communication and strengthen common interests before starting with classes. With the help of consultants from Psych Extreme, headed by Mr André Potgieter (an experienced psychologist and expert in team building), the students were taken through sessions covering foundational principles of group effectiveness, such as personal responsibility in teams, teamwork, openness of communication and maintaining good, healthy and effective work relationships. Several activities filled the weekend, including ice breakers and energisers, question-and-answer sessions, discussions and debriefs, and outdoor team activities.

Students reflected afterwards that communication and an understanding of the big picture are important for a team to be relevant, and that it is important for the person being led to remain close to the leader/mentor in order to succeed. As a group they also discovered that caring is very important, as each person is vulnerable to various weakness, and that one has to be willing to be led and to accept help.



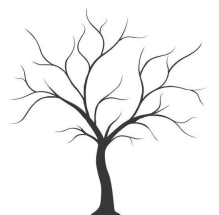
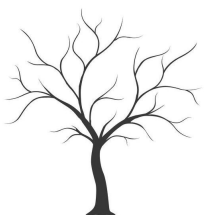
Teaching matters

Written by Dr Anne Crafford

I had the privilege of being invited to lecture for a module in human resource management as part of an international online MBA at Guglielmo Marconi University, an Italian university that specialises in online university training. They already have successful MBAs in Italian, Spanish and Russian and wanted to develop an English MBA with lecturers from the continents of North America, Europe, Asia, Australia and Africa. The University of Pretoria was approached to provide lecturers who would be willing to present modules in human resource management, strategy and business communication. So, along with two of my UP colleagues, Dr Rachel Maritz (business management) and Dr Jana Slippers (business communication), I spent a week at the university's recording studios in Rome, recording 15 lectures of an MBA module. The recordings take place in a studio without a class, and it turned out to be a challenging yet valuable learning experience. It was challenging in that I really missed having a class to engage with while teaching, and I realised just how much I enjoy interacting with students. It was valuable in that I gained insight and experience in the process of developing and recording material in an online format, which, given the challenges in our own environment, is particularly useful.



In the photo above, I am in the centre. To my left is Alberto, the gentleman responsible for recording the lectures in the human resource management module; to my right is Allesandra, the manager of the recording studio; and to her right is Alessio, the other recording technician. The gentleman on the left is part of the post-production team.



Prof. Nasima Carrim

Prof Nasima Carrim attended the First International Conference on Gender Research, which was held at the University of Porto, Portugal, from 12 to 13 April 2018. The conference was managed by Academic Conferences and Publishing International, which promotes academic research and publishing through its conferences.

Prof Carrim presented a poster entitled 'Indian women's upward career mobility in corporate South Africa', which focuses on the career experiences of minority women in the workplace. The conference was attended by gender and diversity scholars from around the world and covered a range of topics related to gender issues.



Prof. Jenny Hoobler

In January 2018, Prof Jenny Hoobler presented a paper of behalf of Prof Eileen Koekemoer and herself at the third biennial Africa Academy of Management conference in Addis Ababa, Ethiopia. This paper was titled 'Generalizability of work-family studies to the Global South? A meta-analytic test using South African research'. Prior to her presentation at the conference, Prof Hoobler spoke within the doctoral consortium about how individuals are able to go about discovering research ideas via observation. After her presentation at the conference, she taught a one-day seminar at the Addis Ababa College of Commerce, where she presented a session for doctoral students on a wide array of literature on leadership in the management discipline, as well as a session for PhD students focusing on strategic leadership. Photos from the one-day seminar are attached below.



Hoobler, J., & Koekemoer, E. (2018). Generalizability of work-family studies to the global south? A meta-analytic test using South African research. Paper presented at the Meetings of the Africa Academy of Management, Addis Ababa, Ethiopia.

Research matters

Written by Louise Coetzee (a master's student)

The Centre for Human and Cultural Values was launched on 21 and 23 February, during a Values Impact Forum at the University of Western Australia in Perth (<http://whatdowevalue.com.au/forum/>). The theory of basic human values has created its body of knowledge by aligning findings from no less than 70 different countries across the world. It has further established itself as a viable mode for understanding and explaining different phenomena in cross-cultural psychology research. Researchers who specialise in this body of knowledge convened from around the world and shared their state-of-the-art research to date. Four different streams of research within the theory of basic human values were represented: 'values and socialisation of children', 'values and consumer behaviour', 'values and public opinion' and 'values and giving'.

The intention of the Values Impact Forum was to unite researchers while also providing a thinking hub for new and improved methods for effectively researching such an abstract yet critical factor in addressing human motivation and behaviour. Prof Shalom Schwartz, who created the theory of basic human values, presented a master class in which he explained how this theory had informed change within and across schooling systems within his earliest research endeavours, which led him to pursue this theory in a broader global context. Of particular value to the field of industrial psychology and measurement of such an abstract topic, was the idea that participants in research have the ability to alternate and reorganise their value structure based on the effect of 'self-priming' (which is to use preceding moments and events to inform how we think and feel about values, and ultimately represent this in our pattern of answers when completing a values-based questionnaire). It further questioned the ideal time, place or method for measuring values, as it is theoretically considered to be a longitudinal construct which is relatively stable in structure. Thus, research is currently focused on streamlining and further refining measurement theory for values, as effects such as these would need to be accounted for in measurement design (particularly in values theory, which is based on understanding core human motivation). It was recommended that future studies could also explore how situational variance influences the value-attitude relationships that have been recorded in second-generation studies.

On 23 February 2018, I represented the University of Pretoria and presented the findings for the study 'Exploring the discourse construction of the basic human values theory across South African racial groups'. The research findings seemed to stimulate conversation around how researchers could utilise different qualitative methods to further understand basic human values, as opposed to the quantitative measures from which the theory was generated. The type of questions posed by the audience ranged from further understanding why in South Africa our samples are still described in different racial groups, to how these findings were expected to impact and inform future research endeavours. Particular points of discussion focused on the choices made in the methodology and how a change in methods may have produced alternative results, as Foucauldian discourse analysis was experienced to be a rather controversial research method. Further discussions ranged around how the theoretical findings were identified with by researchers in other areas of the world, as discussed with researchers from the United States (particularly Texas), and Northern Ireland. Considering that the point of qualitative research is to generate and explore phenomena, these questions were experienced as fuel on the fire when trying to understand and meaningfully contribute to the theory of basic human values.

I would like to thank the Department of Human Resource Management, as well as my supervisor, Prof Deon Meiring, for affording one of their students the opportunity to meet and sit at the feet of giants in this field. It was a humbling and highly motivating experience, and it reignited the passion for research-competence and achievement in their students.



Awarding our staff

Prof Deon Meiring from the Department of Human Resource Management received a special recognition award for his significant contributions to the science and practice of assessment centres in South Africa. The award made at the 38th Annual South African Assessment Centre Study Group (ACSG) conference, held at the Hilton Hotel in Sandton on 15 March 2018.

Prof Meiring was instrumental in developing the 'Best practice guidelines for the use of the assessment centre method in South Africa' (fifth edition), published in the South African Journal of Industrial Psychology in 2016. At the ACSG 2018 conference he presented the new 'Code of ethics for assessment centres practice in South Africa'. The Department of Human Resource Management also hosts a Behaviour Lab facility, from where assessment centres are conducted (www.acatup.ac.za). For more information, please visit:

http://www.up.ac.za/en/human-resource-management/news/post_2665084-prof-meiring-recognised-for-contributions-to-assessment-centres-in-sa.



Jaco de Jager (Chairman of the South African Assessment Centre Study Group) and Prof Deon Meiring



Prof. Deon Meiring and Prof Elsabé Loots (Dean: Faculty of Economic and Management Sciences)

Prof Meiring also received the award for senior researcher in Management Sciences at the Faculty of Economic and Management Science Awards 2017. This annual Faculty awards function was held on Wednesday, 6 June 2018. This was the second time the Department of Human Resources received this award; in 2016 Prof Chantal Olckers received the reward for senior researcher and Nasima Carrim received the award for junior researcher.

Upcoming events, upcoming conferences

For more information please click the websites links

SIOPSA

24 - 26 July 2018

The 20th annual
conference

CSIR International Convention Centre, Pretoria

www.siopsa.org.za

The Southern African
Institute of Management
Scientists
(SAIMS)

The 30th SAIMS
conference

16 - 19 Sept 2018

Hosted at Stellenbosch University

<http://www.saibw.co.za/conferences.htm>

The 126th annual
conference

Academy of Management

Improving Lives

10 - 14 August 2018

The 78th annual meeting

Chicago, Illinois, USA

<http://aom.org/annualmeeting/>

International Business Conference (IBC)

The 12th annual
conference

Hosted on the island of
Mauritius

23 - 26 Sept 2018

<http://ibc-conference.com/2018-ibc/>

American Psychological Association (APA)

9 - 12 August 2018

San Francisco, California

<http://www.apa.org/news/events/2018/apa-convention.aspx>

Publications so far . . .

Hot of the press!

Adams, B. G., Naude, L., Nel, A., van de Vijver, F. J. R., Laher, S., Louw, J., & Tadi, F. (2018). When there are only minorities: Identity and in-group/ out-group orientations of emerging adults in four South African ethnocultural groups. *Emerging Adulthood*, 6(1), 7-16.
doi:10.1177/2167696817752755

Cilliers, J. R., Mostert, K., & Nel, J. A. (2018). Study demands, study resources and the role of personality characteristics in predicting the engagement of first-year university students. *South African Journal of Higher Education*, 32(1), 49-70. <http://dx.doi.org/10.20853/32-1-1575>

Fetvadjev, V. H., Meiring, D., van der Vijver, F. J. R., Nel, J. A., Sekaja, L., & Laher, S. (2018). Personality and behavior prediction and consistency across cultures: A multimethod study of blacks and whites in South Africa. *Journal of Personality and Social Psychology*, 114(3), 465-481. <http://dx.doi.org/10.1037/pspp0000129>

Koekemoer, E., Le Roux, F & Jorgensen L. Exploring the career success of blue collar workers – motivators that matter. *Journal of Career Development*, is published online first in 2018

Carrim NMH. (2018). Behind the mask: Hybrid identity work of Indian women managers in corporate South Africa. *African and Asian Studies journal*. In press

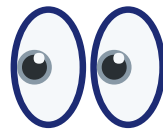
Chantal Olckers, Llewellyn van Zyl and Leoni van der Vaart are the editors of the book *Theoretical orientations and practical applications of psychological ownership*. Chantal Olckers is a professor and remarkable lecturer in our department.

The content of the book is described as follows: 'This book shares the theoretical advancements that have been made regarding psychological ownership since the development of the construct and specifically the practical applications within multi-cultural and cross-cultural environments. Enriched by empirical data and case studies by subject specialists in the field, this book serves as a cutting-edge benchmark for human resource management specialists, industrial psychologists, as well as students in positive organizational psychology and professionals in other fields. This book follows an in-depth view of the most recent research trends in psychological ownership. Offering practical tools of how the psychological ownership of employees could be developed in the workplace to not only enhance the performance of organisations, but to increase the commitment of employees and influence the intentions of skilled employees to remain with their organisations.'

Chantal Olckers
Llewellyn van Zyl
Leoni van der Vaart Editors

Theoretical Orientations and Practical Applications of Psychological Ownership

Springer



**Look out for
our next issue**

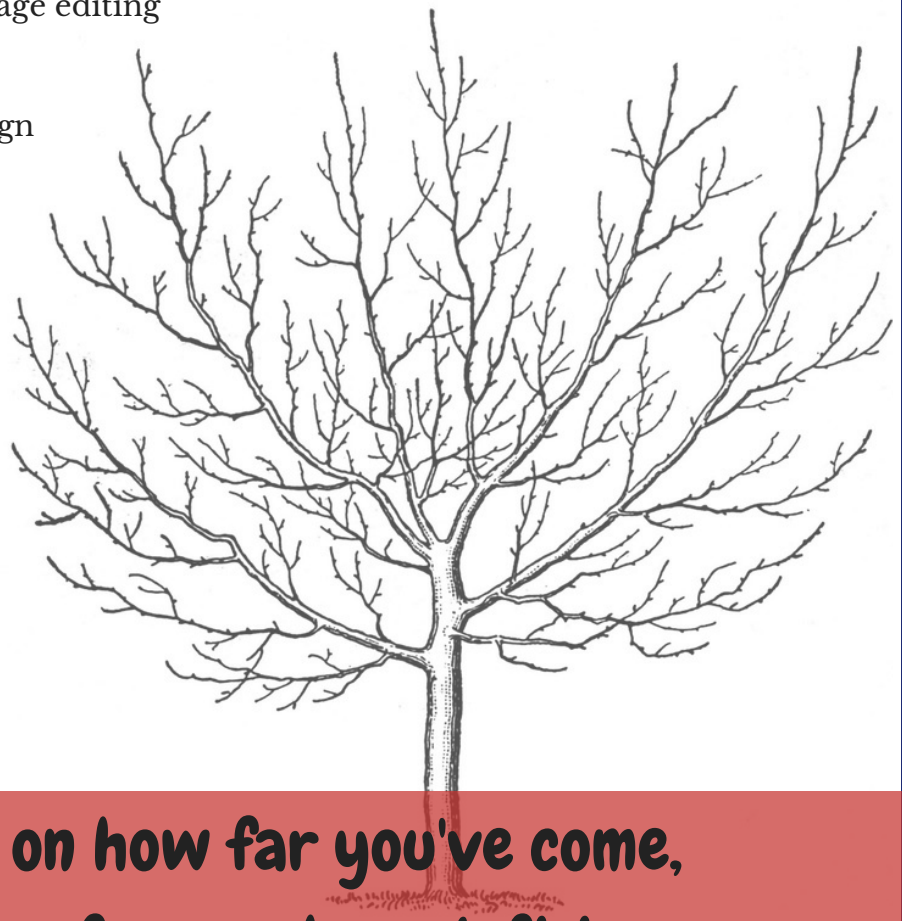
SUMMER edition

two editions per year
with these standing matters

- Trending news from our students
- HR Tuks
- Teaching Matters
- Research Matters
- Upcoming events, upcoming conferences
- Publications so far...

A special thanks to our team:

- Prof. Eileen Koekemoer - Editor
- Lynette Govender - Editing team
- Blessing Chabaya - Editing team
- Dr. Anne Crafford - Inhouse language editing
- Sakkie van Greunen - Photo's
- Prof. Deon Meiring - Photo's
- Jeanne-Lee Smit - Layout and design
- Tiffany Webster - Article



**always focus on how far you've come,
rather than how far you have left to go**