



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA

## Faculty of Economic and Management Sciences

Fakulteit Ekonomiese en Bestuurswetenskappe  
Lefapha la Disaense tša Ekonomi le Taolo

# Department of Human Resource Management

MPhil Human Resource Management/Labour  
Relations (HRM/LR) (course work and mini-dissertation)  
(Course code: 07255263)

Information brochure  
2021

Last Revision: March 2020

## Introduction

The MPhil Human Resource Management/Labour Relations **course work programme** is a two (2) year qualification programme to enable students to gain an understanding of the strategic decisions taken in order to enhance the work experiences of employees.

Students will develop important skills in taking tactical decisions and applying fundamental competencies with coursework pertaining to Strategic Human Resource Management, Talent Management, Leadership, Human Resource Metrics, Diversity Dynamics, Change Dynamics and Labour Relations Practice. This programme also includes a Research Methodology module, and students need to complete a mini-dissertation in their second year of study.

## Minimum admission requirements

Subject to the provisions of University of Pretoria (UP) General Rules and Regulations as well as the Faculty Economic and Management Sciences (FEMS) Rules and Regulations, a candidate is admitted to Magister studies only if she/he is in possession of an appropriate Honours degree and complies with all other University of Pretoria, FEMS and the Department of Human Resource Management (DHRM) admission requirements.

The number of applicants admitted to the programme is limited.

Admission to the programme is subject to supervisory capacity/and or research projects in the field of specialisation in the DHRM.

## Admission requirements

- A **BA Honours, BSoc.Sc Honours or BAdmin Honours degree within the field of Human Resource Management or Labour Relations Management** (or equivalent) (NQF level 8)
- At least **65% average or above overall for all honours modules** (NQF level 8)
- At least **65% average or above for the Research module/s and Research Report on honours level** (NQF level 8)
- Successfully completed a **Labour Relations module** (for example ABV 700) or equivalent module on honours level (NQF level 8)

## Additional admission information

- A candidate may be refused admission to a master's degree by the Head of the Department (HOD) if he/she does not comply with the standard of competence in the subject as determined by the department – with the proviso that a candidate who does not comply with the required level of competence, may be admitted, provided that he/she completes additional study assignments and/or examinations.
- The HOD and DHRM Postgraduate Selection Committee concerned may set additional admission requirements.

- The number of students will be determined in line with the growth strategy of the University of Pretoria as approved by the Executive.
- Allowance will be made for the diversity profile of students.

## Medium of instruction

The medium of instruction is English.

## Compulsory contact sessions: Semester block weeks

The MPhil HRM/LR programme is a **two year programme only**. All the course work modules as well as the presentation of a research proposal have to be successfully completed by the end of Year 1 of the programme. Year 2 is reserved only for completion of the research mini-dissertation which has to be submitted by 30 September of Year 2.

During Year 1 students attend compulsory on-campus contact sessions which are presented in **block weeks (two/three weeks per semester: Monday - Saturday)**. **Class attendance calculates to approximately 45 days in Year 1**. Although the contact sessions are organised in block week format, it might be necessary to meet on extra days during the semesters as well.

Students are not allowed to spread the prescribed course work modules over a period longer than one year. It is compulsory for students to sit for all papers as specified for the respective semester. The modules presented per semester are however decided by the DHRM Postgraduate Committee and will be communicated to the students during the introduction week at the beginning of Year 1. The order of modules presented in semesters might change from year to year.

At the beginning of each semester, lecturers will discuss the prescribed books and study material. The various lecturers will also explain specific requirements regarding the study objectives and examinations.

**Attendance of all contact sessions is compulsory.**

All course work modules have to be completed by November of Year 1 of the programme.

The mini-dissertation needs to be submitted by 30 September of Year 2.

## Additional contact sessions per module

Dates of additional contact sessions per module during the semester will be communicated to students at the beginning of the academic year.

## Duration

A student will be permitted to register for a **maximum period of two (2) years** for the MPhil Human Resource Management/Labour Relations degree. The theoretical and practical subjects has to be completed at the end of Year 1. The research mini-dissertation have to be completed and submitted for examination by 30 September (or earlier) of Year 2.

Students need to re-register at the beginning of each year and pay the full study fees every year until the course is completed.

## Fees and Funding

Please access the UP website for the information about the fee structure for the MPhil Human Resource Management/Labour Relations programme.

Bursary opportunities are also communicated on the UP website <https://www.up.ac.za/student-fees>

Information regarding programme costs, please visit <https://www.up.ac.za/article/2749200/fees-and-funding>

## Course compilation

The minimum duration of the MPhil HRM/LR degree is two (2) academic years and consists of two clearly distinguishable parts, namely:

### Part 1 - Year 1

A theoretical and practical component consisting of:

- the study of prescribed textbooks, scientific journals and other scholarly research
- a compulsory contact session of one week at the beginning of each semester
- compulsory seminars and workshops throughout the year to attend
- compulsory individual and group assignments

### Part 2 - Year 2

The completion of a research mini-dissertation in your field of interest within the HRM/LR discipline. The submission date for the mini-dissertation is 30 September of Year 2.

## Course work (Year 1)

The MPhil HRM/LR is a **two year programme only**. All the compulsory course work modules as well as the presentation of a research proposal have to be completed at the end of Year 1.

Students are not allowed to spread these modules over a period longer than one year. It is compulsory for students to sit for all papers as specified for the respective semester.

The modules per semester are however decided by the Departmental Postgraduate Committee (PGC) and will be communicated to students during the introduction week at the beginning of the year.

The content of the course contains the following:

### Year 1

<b>MODULE CODE</b>	<b>MODULE NAME</b>	<b>MODULE CREDITS</b>
HRC 801	Strategic Human Resource Management	12.00
HRC 802	Talent Management	12.00
HRC 803	Leadership	12.00
HRC 804	Human Resource Metrics	12.00
HRC 805	Diversity Dynamics	12.00
HRC 806	Research in Practice	30.00
IPS 804	Change Dynamics	12.00
LAM 801	Labour Relations Management Practices	18.00

### Year 2

HRC 807	Human Resource Management Mini-Dissertation	60.00
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### Module descriptions for Year 1

<b><u>Module code</u></b>	HRC 801
<b><u>Module name</u></b>	Strategic Human Resource Management 801
<b><u>Module content</u></b>	In-depth exploration of the context and content of strategic human resource management, in conjunction with effective implementation of relevant strategic human resource management plans. Students will also become aware of the state of strategic human resource management in South African organisations.

<b><u>Module code</u></b>	HRC 802
<b><u>Module name</u></b>	Talent Management 802
<b><u>Module content</u></b>	This module will allow students to gain knowledge of fairness in employment decision-making and selection. Students will learn how to analyse jobs and work, and apply work force planning effectively.

<b><u>Module code</u></b>	HRC 803
<b><u>Module name</u></b>	Leadership 803
<b><u>Module content</u></b>	This module explores the history of leadership theory and implementing contemporary approaches to understanding leadership. This module directs students to design and deliver a

leadership development programme.

**Module code**  
**Module name**  
**Module content**

HRC 804  
Human Resource Metrics 804  
HR metrics in Personnel Practice  
This module aims to explore the measurements used to analyse the effectiveness and value of typical Human Resource initiatives for example turnover, training, cost of labour, employee engagement and performance, employee expenses and return on human capital investment

**Module code**  
**Module name**  
**Module content**

HRC 805  
Diversity Dynamics 805  
Outcomes of the module are:

- Knowledge, understanding and application of diversity practices in South African organisations
- Ideal problem-solving concerning diversity issues in South African organisations
- Understanding issues that are detrimental for the diversity work context (i.e. stereotyping, ethnocentrism, bias).
- Displaying self and social awareness of diversity issues

**Module code**  
**Module name**  
**Module content**

HRC 806  
Research in Practice  
PART 1: Research Proposal & Design  
This module entails learning to design a research project by formulating the framework of the study by means of a problem statement, literature review, development of research objectives/questions/hypotheses and stipulating the methodology.

PART 2: Qualitative and Quantitative research  
This module entails designing quantitative and qualitative research methodology by understanding and applying the relevant approaches, designs, paradigms, sampling procedures, data collection and data analyses methods. Understanding what is implied with quality control measures in quantitative and qualitative research.

PART 3: Statistics and Computer- Based Data Analysis

- Learning how to use SPSS and AMOS for quantitative data analyses, and how to select appropriate statistics for a variety of research questions and justifying the choices from both the perspective of the design as well as the data requirements
- Learning how to conduct basic statistical analysis on SPSS and interpret the results (T-tests, ANOVA, Cross-tabs, Correlations, Descriptive statistics – both parametric and non-parametric equivalents)
- Learning how to evaluate the psychometric properties of a scale using either exploratory factor analysis (EFA) or confirmatory

factor analysis (CFA).

- Gaining an understanding of the rationale and testing for measurement invariance using a CFA approach, and learning how to evaluate model fit in a SEM/CFA approach.
- Learning how to compare nested and non-nested models in SEM and understanding the difference between moderation and mediation.
- Being able to apply ethical research in practice, critically reflecting on own, and others' research and applying APA guidelines for writing academically

**Module code**

HRC 807

**Module name**

Human Resource Management Mini-Dissertation 801

**Module content**

This research component (Human Resource Management mini-dissertation) can be done concurrently with other modules in the first year. The student will be allowed to complete this module in the second year of study.

**Module code**

IPS 804

**Module name**

Change Dynamics 804

**Module content**

The significance of this module lies on three levels. Firstly, this module will require students to get to grips with the psychology of change in individuals and groups. Secondly, it will require students to build their own mental model of a changing post-modern society and of the organisation as change territory in order to have a full understanding of the nature and dynamics of organisational change. The third level of significance lies in the module's requirement to integrate contextualised theory of change in a framework to effectively deal with the dynamics of change and change interventions in a contemporary organisation.

**Module code**

LAM 801

**Module name**

Labour Relations Management Practices 801

**Module content**

This module encompasses Labour relations management principles; Employment contracting; SA Labour legislation; Management of grievances and Labour relations management strategies and policies

## Research component (Year 2)

After successfully completing the course work in Year 1, students have to write a research mini-dissertation on a topic in the Human Resource Management/Labour Relations fields:

- Human Resource Management/Labour Relations Mini-Dissertation (HRC807)

## Assessment

Assessment of all assignments and research will be according to the guidelines set by the Council for Higher Education (CHE).

- A student has to obtain 50% for the research essay/article in order to pass.
- A student has to obtain 50% for each prescribed module in order to pass.
- To graduate with distinction (cum laude), an average of 75% has to be obtained in the examination as well as the research mini-dissertation.

## Registration at the professional board (SABPP)

Students will be able to register at the South African Board for People Practices (SABPP [www.sabpp.co.za](http://www.sabpp.co.za)) as Master HR Practitioners, which is the highest professional category. It is the student's responsibility to access these websites for the latest updated information concerning student registration.

## Application procedure

The application procedure consists of two (2) parts:

### Step 1: UP ONLINE APPLICATION

Apply online for admittance via the UP online application portal <http://www.up.ac.za/en/online-application/article/2445192/apply-at-the-university-of-pretoria> as from 1 March 2020. Closing date for the admission to the University of Pretoria application for SA applicants is 30 September 2020 and 31 August 2020 for non-SA applicants.

International applicants are referred to <http://web.up.ac.za/default.asp?ipkCategoryID=92> **BEFORE** starting with the application process.

Current UP students apply via their UP Student portal.

### Step 2: DEPARTMENTAL APPLICATION

Once you receive the UP reference number, complete the Departmental application form (attached). The Departmental application form is available on the Departmental website at [www.up.ac.za/hrm](http://www.up.ac.za/hrm).

Please read the important information on the front page of the Departmental application form.

Applicants should adhere to all the requirements for selection before the selection panel convenes in November.

Forward all documents listed below **as ONE attachment (all the required documents scanned as one document – not several documents in one attached folder)**. Name the



attached document clearly) electronically to [christa.smit@up.ac.za](mailto:christa.smit@up.ac.za) before 30 September 2020 for SA and non-SA applicants.

Attach the following documents to your Departmental application:

- The completed Departmental application form for the 2021 MCom Human Resource Management/Labour Relations programme
- Full academic record/transcripts with results (add explanation of grading system/grading codes of the respective tertiary institutions where you completed your previous degrees if the degree was obtained from a non-South African university)
- Comprehensive Curriculum Vitae
- Copy of identity document/passport
- SAQA verification of qualification if degree/(s) was/were obtained from non-South African universities

**NO LATE APPLICATIONS WILL BE ACCEPTED.**

Shortlisted applicants may be invited to an assessment day held during November 2020. These applicants will be notified via email.

Final results from the selection process will be communicated by FEMS during the first week of December 2020 via the UP Online Portal/Admission status.

Fees and Funding information are available on the UP website. Please access the link for more information about programme fees or available funding: <https://www.up.ac.za/student-fees>

## Enquiries

For any enquiries please contact the Department HRM, **Postgraduate Administration via email**

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