CONTENTS

The Institute ..................................................3
Membership Structure ......................................3
HR In Modern Organizations............................4
Programme Structure ......................................4
General Guidelines..........................................10
Lecture Schedule ...........................................11
Examination Schedule......................................11
Professional Certification Board .......................12
**THE INSTITUTE**
The Institute of Human Resource Management Practitioners (IHRMP), (Ghana), brings together HR practitioners who work in both the public and private sectors of the Ghanaian economy.

The Institute was established in 1978 and registered as a professional body in 1981.

**Mission**
As a professional body, the mission of the Institute is “to advance the practice of human resource management in Ghana”.

**MEMBERSHIP STRUCTURE**
The Institute has eight categories of membership: Affiliate, Student, Full, Associate, Certified HR Practitioner, Fellow, Honorary Fellow and Corporate Membership.

**Affiliate Membership**
Affiliate membership is a non-professional level of membership opened to individuals who wish to be affiliated to the Institute but are not eligible (at the time) to apply for the other membership categories.

The grade of Affiliate is open to:
- Students in tertiary institutions (i.e. Polytechnics, University Colleges and Universities)
- Individuals in other professions who are interested in associating with the institute

**Student Membership**
Student Membership is available to individuals who are pursuing the Institute's Professional Certification Programme.

**Full Membership**
Full Membership is the category for members who are admitted to the Institute on the basis of work experience as HR practitioners.

**Associate Membership**
Individuals who pass Level 3 examination of the Institute are admitted and designated as Associate Members.

**Certified Human Resource Practitioner**
This designation is given to an Associate member who has completed Level 4 of the Professional Certification Programme (PCP) or a Full Member who has had relevant HR experience and has been assessed accordingly.
Fellow
Fellowship status is conferred on HR Practitioners who have made significant contributions to the Institute or HR Profession

Honorary Fellow
Honorary Fellowship status is conferred on non HR practitioners who have made significant contributions to the Institute or HR Profession

Corporate Membership
Membership for body corporates

HR IN MODERN ORGANIZATIONS
The HR function has changed dramatically. The function has expanded beyond its previous focus on operational and administrative activities. In modern organizations, the HR practitioner is expected to add value to the business by designing and aligning HR strategies, systems, and policies with business goals and strategies.

Value addition HR practice requires the possession of professional HR knowledge, skills, values, and attitudes which come only with professional training.

It is against this background that the professional certification programme (PCP) was designed and launched in September, 2002.

The programme is designed to provide professional training for individuals who desire to practise HR in organizations.

PROGRAMME STRUCTURE
The programme is structured into four levels. The 4-level structure is set out as below:

<table>
<thead>
<tr>
<th>LEVEL</th>
<th>TITLE OF PAPER</th>
</tr>
</thead>
</table>
| Level 1 | 1. Principles of Management  
2. Introduction to Human Resource Management  
3. General Psychology  
4. Business Statistics |
| Level 2 | 5. Organization Behaviour  
6. Introduction to Human Resource Development  
7. Fundamentals of Accounting  
8. Introduction to Industrial Relations |
Level 3
9. Legal Aspects of Human Resource Management
10. Industrial Relations Practice
11. Recruitment & Compensation Management
12. Human Resource Development Practice
13. Business Communication

Level 4
• Presentation of Project Work
• 3 years work experience in HR

MODULES

Modules studied under Levels 1 and 2 aim at providing a theoretical base and Resource Persons are required to place emphasis on professional approaches to communicate a professional orientation at these levels.

LEVEL 1
PAPER 1: PRINCIPLES OF MANAGEMENT

COURSE CONTENT

What is management: the major functions of management; Decision making; types of decisions; the decision-making process; group decision making and dynamics. Planning: levels of planning; corporate level, business level, functional level, and individual level; types of planning; strategic planning and tactical planning; the strategic planning process; time management. Organizing: definition; managerial activities in organizing; designing organization structure; staffing the organization; developing work methods; determining performance standards; assigning tasks; coordinating people and work activities. Communication: definition; the purpose of communication; communication in management; the communication process; perception; determinants of perception; attribution process and communication; general ideas for improving communication effectiveness; modern business writing; writing letters and memos; writing reports; business presentations; motivation: definition; managerial responsibility for motivation; the motivated employee; the "can” and “want to” factors of job performance; contemporary theories of motivation: content theories and process theories; the role of needs in motivation; the needs hierarchy theory; hygiene-motivator theory; goal setting theory of motivation; creating the environment for motivation: the role of the organization and the role of the manager. Control: definition; objectives of control; criteria for effective control; types of control: bureaucratic control; organic control; market control; financial control; the control process.
PAPER 2: INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

COURSE CONTENT

The field of human resource management; the human resource management process – corporate objectives, staffing, training & development, rewards; factors influencing the development of HRM; the role of HRM in corporate strategic management; roles of the human resource manager; staffing – job analysis; job descriptions; organization structure; the recruitment and selection process. Employee motivation – key approaches including job rotation, job enlargement, job enrichment, promotions, performance management systems (PMS) – objectives, approaches, linkage with salary administration. Rewards management – objectives, elements of rewards management programme; wage and salary administration; salary policy and salary structures; pay systems; competitive salary and conditions survey; reward systems; eg. bonuses, gain-sharing, profit sharing, stock options; benefits:- definition, objectives and types.

PAPER 3: GENERAL PSYCHOLOGY

COURSE CONTENT

Psychology: definition; scientific methods of psychological investigation; applied areas in psychology; human behaviour: theories and principles of behaviour; needs and drives; the brain and behaviour; individual differences. Personality: definition; major theories of personality; determinants of personality. Learning: definition; basic conditions of learning; types and theories of learning; memory and theories of forgetting; perception: definition; determinants of perception; the perceptual process; general principles of perception; intelligence: approaches to study and measurement of intelligence; effects of heredity and environment on intelligence; theoretical approaches to cognitive development; moral development: measurement of moral behaviour; relationships between moral variables; correlates of moral behaviour; environmental psychology.

PAPER 4: BUSINESS STATISTICS

COURSE CONTENT

Definition of Statistical Concepts; descriptive statistics; methods of data collection; organisation and presentation of statistical data; measures of central tendencies and dispersion; exploratory data. Probability concepts and distributions: types of probability; probability rules; estimation of expected values and variance; discrete and continuous probability distribution. Introduction to sampling and significant test. Correlation and
regression analysis. Index numbers in theory and practice. Time series – an elementary analysis.

LEVEL 2
PAPER 5: ORGANIZATION BEHAVIOUR
COURSE CONTENT

Organisational Theory: Classical, Human Relations and Systems Theories of Organisation. Attitudes: definition, attitude formation; measurement of attitude change.

Motivation: theories of motivation and motivation strategies. Leadership: definition, leadership studies, and leadership style. Communication: theories of communication; methods of communication; verbal and non-verbal communication; barriers to communication; attribution theory; communication effectiveness. Perception; factors influencing perception. Group dynamics: theories of group behaviour; group formation and development; group effectiveness; intra-and inter-group relationships. Conflict in organisations: nature of conflicts; causes of conflict; conflict resolution strategies. Power, politics and influence in organisation: definition, types of power; methods of influence. Organisation culture: definition; elements; organization culture and organisation effectiveness; improving organisation culture. Organisation development: definition; scope; conditions necessitating organisation development; organisation development strategies.

PAPER 6: INTRODUCTION TO HUMAN RESOURCE DEVELOPMENT
COURSE CONTENT

Training, education and development; line and staff responsibilities in training and development; roles of the HRD practitioner; training needs analysis; principles of adult learning; principles and stages in design of training events; experiential learning; facilitating learning events; types and uses of audio visual aids; instructional methods, Principles and methods for training transfer; training evaluation. Human resource planning – definition and objectives; planning process including demand and supply forecasting; succession planning and career development.

PAPER 7: FUNDAMENTALS OF ACCOUNTING
COURSE CONTENT

Definitions: Bookkeeping and accounting; statutory accounts and management accounts; Commencing business; types of business; bank account; petty cash; types of expenditure; types of asset; working capital; double entry system; the journal; a ledger; day books; real accounts; nominal accounts; the trial balance; adjustments to nominal ledger; manufacturing and trading accounts; profit and loss account; income and expenditure account; receipts and payments accounts and balance
sheet for sole proprietorship, partnership and companies; accounting ratios: - liquidity, profitability, capital structure, investment ratios; principles of investment.

Costing; elements of costing; definition of cost accounting; classification of costs; accounting for materials, labour and overheads; budgeting and budgetary control; definition and purpose of budget and budgetary control; preparation of estimates; production and cash budgets; introduction to variance analysis and break-even analysis; introduction to pricing policy; business finance; types of capital, sources of finance; capital & money markets operation; introduction to public finance

PAPER 8: INTRODUCTION TO INDUSTRIAL RELATIONS
COURSE CONTENT


LEVEL 3

Level 3 constitutes the professional stage of the certification programme. Teaching at this level is designed to provide candidates with practical, professional skills as preparation for professional HR practice.

The emphasis at this level is on the acquisition of competencies to enable students design and implement human resource management systems, strategies and policies.

Level 3 examination questions shall, therefore, test the ability of candidates to design and apply HR interventions - systems, strategies and policies - to deal with human resource issues and problems in organizations.

PAPER 9: LEGAL ASPECTS OF HUMAN RESOURCE MANAGEMENT
COURSE CONTENT

General principles of law; law of contract; business law; law relating to recruitment, selection, placement and severance. Legal issues in
compensation and benefits; employee discipline and the law; legal issues relating to unionization and workplace associations; employer and employee rights under Ghana laws and ILO conventions; ethics and governance.

**PAPER 10: INDUSTRIAL RELATIONS PRACTICE**

**COURSE CONTENT**

Methodology for and professional approaches to collective bargaining; preparation and management of collective bargaining agreements; handling of labour-management conflicts including conciliation, mediation, and arbitration; enhancing employee-management communication and relationships; grievance handling; development of IR policies and procedures.

**PAPER 11: RECRUITMENT & COMPENSATION MANAGEMENT**

**COURSE CONTENT**

Designing organization structure: structuring divisions and departments; determining jobs structure; determining staffing levels. Recruitment and selection: stages and issues; interviewing techniques with emphasis on behavioural interviewing. Employee involvement and utilization: involvement strategies; employee suggestion systems; performance management system; team-based employee utilization strategies. Compensation strategies: financial and non-financial approaches to employee compensation and motivation; job evaluation and classification; salary and benefits administration; development of recruitment and compensation policies and procedures; human resource information system.

**PAPER 12: HUMAN RESOURCE DEVELOPMENT PRACTICE**

**COURSE CONTENT**

Training, education and development: line and staff role in training and development. Learning needs identification: format for developing training plan and requisition. Adult learning principles. Training design: design principles; writing training objectives; experiential learning. Training delivery: instructional techniques; learning facilitation. Approaches to training transfer. Training evaluation strategies. Human resource planning: key stages, succession planning, and career development; the dual career system; talent management. Policies & proposals: writing proposals; developing policies and procedures.

**PAPER 13: BUSINESS COMMUNICATION**

**COURSE CONTENT**

General principles of communication: methods of communication; the communication process; ideas for improving communication. Business
writing: modern business writing principles; the direct and indirect methods; writing letters and memos; writing the appointment letter, queries, warning letters, and termination letters; stages in report writing; formats for writing letters, memos and reports. Business presentations: stages in business presentations; presentation skills; critiquing a presentation. Meetings: types of meetings; conducting a meeting; stages and dynamics of the problem solving meeting; writing minutes. Writing a curriculum vitae. Interviewee skills for the job interview.

GENERAL GUIDELINES

Tuition
While students are at liberty to study on their own and prepare for the examinations of the Institute, we shall encourage them to take advantage of the tuition provided by resource persons who are seasoned HR practitioners.

Entry Requirement
The minimum qualification for admission to the Professional Certification Programme is university degree or diploma from a tertiary institution.

Non-HR degree students shall begin at Level 1. Students shall have to clear all Level 1 & 2 papers through examination or exemption before they can sit the examination for any Level 3 paper.

Students shall pass all subjects in the examination at one level before they can proceed to write the examination at the next higher level.

Exemption
A pass in any level 1 and 2 subject in a university degree examination or its equivalent by a recognised institution may qualify a candidate for exemption from that subject.

An applicant with a B.Sc. (Administration) HRM Option or an MBA (HRM) or their equivalents may qualify for exemption from level 1 and 2. Students who wish to be considered shall apply for all exemptions sought for in levels 1 and 2. Transcripts and other supporting documents should be attached at the time of submitting admission forms.

Awards
A student who successfully completes all level 3 papers shall be awarded a certificate at a graduation ceremony and designated as Associate member of the Institute.

An Associate Member who completes level 4 shall be admitted to the Institute at a formal ceremony and designated as a Certified HR Practitioner.
The National Governing Council may confer Fellowship on Certified Human Resource practitioners for outstanding accomplishments in the field.

**LECTURE SCHEDULES**

Lecture schedules vary from centre to centre so students are advised to contact the respective tuition centres for lecture schedules.

<table>
<thead>
<tr>
<th>Level</th>
<th>Duration</th>
<th>Weekday Session</th>
<th>Weekend Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>August - December</td>
<td>6:00pm - 8:30pm</td>
<td>9:00am - 6:15pm</td>
</tr>
<tr>
<td>2</td>
<td>March - July</td>
<td>6:00pm - 8:30pm</td>
<td>9:00am - 6:15pm</td>
</tr>
<tr>
<td>3</td>
<td>September - July</td>
<td>6:00pm - 8:30pm</td>
<td>9:00am - 5:30pm</td>
</tr>
</tbody>
</table>

**EXAMINATION SCHEDULE**

Examinations are written twice in a year in January and July.

January Examination Registration is opened in the last week of October of the preceding year. July Registration is opened in the last week of May of the same year. Late Exam registration is allowed five working days after the close of normal Exam Registration at a penalty. No registrations will be done after the close of late registration date.

**Pass Mark**

**Levels 1 and 2**
The pass mark for a Level 1 or Level 2 paper is an aggregate of Fifty percent (50%).

**Level 3**
A Level 3 student shall be declared as having passed a paper on the attainment of a pass mark of at least Twelve point five percent (12.5%) for each of the four (4) questions attempted in a paper.

**Level 4**
A student is deemed to have passed level 4 if he/she attains a score of sixty percent (60%) or more from each of the evaluators of his/her project work and the Professional Certification Board has satisfied itself that he/she has attained the required 3 years working experience in the HR field.
PROFESSIONAL CERTIFICATION BOARD

The Professional Certification Board (PCB) oversees the professional certification programme.

The functions of the Board:

- Reviews syllabuses to meet changing or current trends in HRM.
- Approves resource persons for teaching course subjects.
- Reviews examination questions submitted by lecturers.
- Oversees the conduct, marking, and publication of examination results.
- Sets qualifications/criteria for studentship.
- Approves applications for exemptions.
- Vets course handouts against defined criteria
- Considers appeals and complaints about examination results
- Reviews and recommends action on examiners’ reports.
- Submits periodic reports to the Council.

For more information and inquiries:

- [www.humanresource.org.gh](http://www.humanresource.org.gh)
- [info@humanresource.org.gh](mailto:info@humanresource.org.gh)
- 0302767413/ 0302768693/0269220210