

## **1. COURSE NAME & CREDIT LOAD**

**COURSE CODE: AAD 505**

**COURSE TITLE: Personnel Management**

**NUMBER OF CREDITS: 2 Credits/Compulsory**

**COURSE DURATION: Two hours per week for 15 weeks (30hours)**

**Courseware developed by: S.O. ADEOGUN**

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**Office Location:** – Room 1, Department of Agric. Admin. UNAAB

**Consultation Hours:** 12.30 – 2.30pm Monday, Tuesdays & Thursdays.

## **2. LECTURER DETAILS:**

S.O. ADEOGUN

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## **3. COURSE DETAILS:**

### **3.1 Personnel Management:**

Personnel management encompasses those activities designed to provide for and coordinate the human resources of an organization. The human resources of an organization represent one of its largest investments. Personnel management refers to those tasks and duties performed in both large and small organizations to provide for and coordinate human resources. Human resource functions encompass a variety of activities that significantly influence all areas of organization.

### **3.2 Course Content:**

Personnel Management will familiarize students of Agricultural Administration with the definition, scope and all aspects of personnel management. It will examine the steps involved in human resources planning, functions of a personnel department and personnel officer, Students will also be exposed to the concept of job analysis, recruitment of agricultural personnel, construction of an accurate job description will be discussed, Job enrichment and job design will also be looked into.

The concept of performance appraisal, management of rewards and incentives and improvement of quality of work life will be examined.

### **3.3 Course Justification:**

Personnel management concentrates on the management of human resources of an organization most especially agricultural organizations. The course will assist to prepare the Agricultural Administration students for the tasks ahead in respect of building their management capability in the aspect of handling the human resource of an agricultural organization. The course will lay emphasis on assessing job recruitment criteria, promoting job performance using incentives and rewards.

The knowledge therefore acquired from the course will help students to identify and manage resources required to make successful entrepreneur. It will also help some them to become good managers of agricultural organizations in the future and consequently help them to contribute significantly to the growth of the country.

### **3.4 Course Objectives:**

The general objective of the course is to enable students acquire knowledge of the principles personnel management, which are needed for carrying out different organizational tasks in an organization, as well as solving problems to achieve better entrepreneurship and administrative skills.

At the end of the course, students will be able to:

- define the principle of personnel management;
- describe the principles involved in personnel management;
- discuss the functions of a personnel department and personnel officer;
- identify processes involved in job analysis, construction of an accurate job description;
- performance appraisal and job placement;
- explain management of rewards and incentives, job enrichment and job design;
- describe the best approach to identify and attract qualified candidates;
- develop reliable and valid techniques for screening and selection of new staff
- identify how to develop good human relations in an organization;
- recruit agricultural personnel and handle staff placement in an organization
- handle human resource planning

### **3.5 Course Requirements:**

Students are expected to participate in all the course activities and have a minimum of 75% attendance to qualify for writing the final examination. Students will be required to submit a report of web research on any of the topics treated in this course. This will account for part of the continuous assessment. Students will be expected to treat all study questions and submit assignments weekly for grading. All class assignments should be word-processed on A4 paper.

### **3.6 Methods of Grading:**

#### **Number of items to be scored**

1. Class Assignment 5
2. Class Participation 10
3. Class Test 10
4. Internet Contribution 5
5. Comprehensive Final Examination 70

**Total 100**

### **3.7 Course Delivery Strategies:**

The course objectives will be achieved by the traditional face-to-face weekly lecture on designed topics, theoretical materials (lecture notes) provided during lectures, seminars, visiting speakers and group exercises. The course delivery strategies will be supported through tutorials and study review at the end of the semester. Students

will be encouraged and required to read around the topics and follow current personnel management issues in the media and on the web. Groups' participation will be encouraged to achieve a robust contribution of the students on personnel management issues. Short quiz will be given weekly to encourage students' familiarity with their lecture note and good performance during the final exam. The scores of the weekly assessment will be used as part of the continuous assessment score.

#### **4.0 LECTURE CONTENT**

##### **Week1: The Scope, Definition of Personnel Management.**

**Objective:** Students will be able to discuss the importance of studying personnel management.

**Description:**

**1st Hour:** A general overview of the course will be introduced to students. The need for the study of personnel management will be examined. The course requirements, methods of grading and some of the course delivery strategies will be described.

**2nd Hour:** The scope and definition of personnel management will be discussed. The need for agricultural administration students to acquire necessary knowledge on the concept of personnel management will be emphasized. The difference between personnel management and human resource management will also be explained.

**Study Questions:**

1. What is personnel management?
2. Why is the study of personnel management necessary for agricultural administration students.
3. What is the difference between human resource management and personnel management

**Reading List:**

1. Lloyd L. B. Leslie R. (Sixth Edition, Reprinted 2000). A Textbook on Human Resource Management. McGraw-Hill Higher Education.; International Edition ISBN 0-07-229593-7.

##### **Week 2: Functions of a Personnel Department and Personnel Officers.**

**Objective:** Students will be educated on the functions of a personnel department and personnel officers.

**Description:**

**1st Hour:** Functions of a personnel department and personnel officers will be explained.

**2nd Hour:** How these functions affect the overall performance of an organization will also be discussed

**Study Questions:**

1. Explain the functions of personnel department.
2. Explain the functions of a personnel officer.
3. Describe how the functions of personnel department and personnel officer affect smooth running of an organization.

**Assignment:**

1. Why is the study of personnel management necessary?
2. What could be the affect of an inefficient personnel officer on the attainment of an organization set objectives?

**Reading List**

1. M.Hammer and J. Champy, Reengineering the co corporation (New York: Harper Collins,1993).
2. Jack F. Go. Human Resources Managers Must Remember the Bottom Line. Personnel Journal, March 1995, pp.80-90

**Week 3: Identify processes involved in job analysis, construction of an accurate job description.**

- Objective:** (i) Students will identify the processes involved in job analysis.  
(ii) Students will learn the processes involved in the construction of an accurate job description

**Description:**

**1st Hour:** Reasons why job analysis is necessary in an organization will be discussed. The concept of job analysis will be defined and the processes needed will be discussed

**2nd Hour:** Types of jobs will discussed. In addition, the procedures required in constructing accurate job description will be examined.

**Study Questions:**

1. Explain the meaning of job analysis.
2. Enumerate the steps involved in job analysis.
3. Explain how to construct accurate job description.
4. Why is it necessary for an organization to construct accurate job description?

**Reading List:**

1. Davis. L.E. and Taylor, C. (Eds). (1979) Design of Jobs. Santa Monica, CA: Good Year.
2. Werther, W.B.,Jr., and Davis, K. (1982). Personnel management and human resources. Tokyo: McGraw-Hill International Book Company
3. Wentling, T. L. (1992). *Planning for effective training: A guide to curriculum development*. Rome: FAO. Available online at <http://www.fao.org/docrep/W5830E/w5830e0h.htm#TopOfPage>

**Week 4: Job performance appraisal and job placement;**

- Objectives:** (i) Students will determine how to appraise job performance.  
(ii) Students will understand how to handle job placement

**Description:**

**1st Hour:** Job performance appraisal will be defined and methods involved in job performance appraisal would be discussed.

**2nd Hour:** The process of job placement will be discussed. Effects of wrong placement on organization success will be discussed among students through group discussions

**Study Questions:**

1. Define performance appraisal and job placement.
2. Identify effects of wrong placement on the success of an organization

3. What effects does job performance appraisal has on the efficiency of staff and an Organization

**Assignment:**

1. Provide reasons why an organization should invest on job performance appraisal

**Reading List:**

1. Pareek, U., and Rao, T.V. (1992). Designing and managing human resource systems. New Delhi: Oxford and IBH Publishing Company
2. Werther, W.B., Jr., and Davis, K. (1982). Personnel management and human resources. Tokyo: McGraw-Hill International Book Company

**Week 5: Management of rewards and incentives**

**Objective:** Students will analyze the use of rewards and incentives in promoting job performance.

**Description:**

**1st Hour:** The importance of rewards and incentives will be discussed. In addition, the different types of rewards and incentives will be examined.

**2nd Hour:** The advantages of rewards and incentives and adverse effects of non usage of rewards and incentives will be considered

**Study Questions:**

1. What are incentives and rewards?
2. Why is it important to use these two tools in an organization?
3. Identify the consequences of not using incentives and rewards in the success of an organization.
4. Mention different types of rewards known to you.

**Reading List:**

1. Pareek, U. (1993). Making organizational roles effective. New D: Tata Mc Graw-Hill.
2. Vijayaragavan, K. (1994). *Agricultural administration in India*. New Delhi: Concept Publishing Company.
3. Vijayaragavan, K., & Singh, Y. P. (1989). Job design and unit structural characteristics of department of agriculture. *Indian Journal of Extension Education*, 25, 1-12.
4. Vijayaragavan, K., & Singh, Y. P. (1991). Supervisory behaviour in agricultural departments. *Indian Journal of Extension Education*, 27, 16-22.
5. Vijayaragavan, K., & Singh, Y. P. (1992). Pay administration in agricultural departments. *Indian Journal of Extension Education*, 28, 60-64.

**Week 6: Job enrichment and Job design**

**Objective:** - Students will describe the procedures of job enrichment and design.

**Description:**

**1st Hour:** Definition of job enrichment and job design.

**2nd Hour:** Principles underlying job enrichment and job design, Application of job enrichment and job design on organizational tasks will be demonstrated.

**Study Questions:**

1. Define job enrichment and job design
2. Identify 3 different organizations and discuss how job enrichment and design has helped in achieving success in such organizations
3. List principles of job design and enrichment

**Reading List:**

- Pattanayak, B. (2009). Human Resource Management. Third Edition. PHI Learning Private Limited New Delhi-110001 2009. ISBN-978-81-203-2711-5
2. Mullins, L.J. (1999). Management and Organisational Behaviour. Fifth Edition. Financila Times Prentice Hall. ISBN0 273 63552 2

**Week 7:** Best approach to identify and attract qualified candidates;

**Objective:** Students will analyze the best approaches to identify and attract qualified candidates

**Description:**

**1st Hour:** The need to attract and identify qualified candidate will be emphasized. Effect of identifying and attracting qualified candidates will be enumerated.

**2nd Hour:** The procedures of identifying and attracting qualified candidates will be discussed.

**Study Questions:**

1. Explain why it is necessary for an organization to identify and attract qualified candidates.
2. List how qualified candidates can be attracted and identified.
3. Enumerate the effects of engaging qualified candidates in an organisations

**Reading List:**

- 1.. Pattanayak, B. (2009). Human Resource Management. Third Edition. PHI Learning Private Limited New Delhi-110001 2009. ISBN-978-81-203-2711-5
2. Mullins, L.J. (1999). Management and Organisational Behaviour. Fifth Edition. Financila Times Prentice Hall. ISBN0 273 63552 2

**Week 8: Develop reliable and valid techniques for screening and selection of new staff**

**Objective:** Educate students on how to develop reliable and valid techniques for screening and selection of new staff

**Description:**

**1st Hour:** The procedures for developing reliable and valid techniques for new staff screening will be enumerated and discussed.

**2nd Hour:** Screening process of different organization will be discussed and compared by the students.

**Study Questions:**

1. Briefly discuss the processes involved in the screening of a new staff
2. List the procedures required in developing a reliable and valid techniques for screening and selection of new staff
3. What are the principles underlying effective screening of a new staff?

**Reading List:**

Jon, D. Bible, "When Employers Look for Things Other than Drugs: The Legality of AIDS, Genetic, Intelligence, and Honesty Testing in the Workplace," *Labor Law Journal*, April 1990, pp. 4-125.

2. Pattanayak, B. (2009). *Human Resource Management*. Third Edition. PHI Learning Private Limited New Delhi-110001 2009. ISBN-978-81-203-2711-5

**Week 9: Good human relations in an organization**

**Objective:** The concept of good human relations will be defined. Students will understand how and why good human relationship should be maintained in an organization

**Description:**

**1st Hour:** This lecture will describe steps to be taken by an organizations to maintain good human relations among the staff.

**2nd Hour:** Reasons why good human relations should be maintained will be discussed.

**Study Questions:**

1. Define good human relations?
2. List reasons why good human relations should be maintained among staff of an organization.
3. What are the ways an organization could help to maintain good human relations among her staff

**Assignment:**

1. As a human resource manager of an agricultural organization, how would you ensure the organization achieve her set objectives in the midst of disharmony and rancor among staff

**Reading Lists:**

1. Interpersonal relationship From Wikipedia, the free encyclopedia  
[http://en.wikipedia.org/wiki/Interpersonal\\_relationship](http://en.wikipedia.org/wiki/Interpersonal_relationship)

2.HOW TO ENJOY GOOD HUMAN RELATION. <http://seyiari.hubpages.com/hub>

3. Pattanayak, B. (2009). *Human Resource Management*. Third Edition. PHI Learning Private Limited New Delhi-110001 2009. ISBN-978-81-203-2711-5

**WEEK 10: Class Test**

**Objective:** Student will be tested on what has been learnt in the course in the past ten weeks.

**Week 11: Recruitment of agricultural personnel**

**Objective:** Discussion on processes involved in recruitment of an agricultural officer

**Description:**

**1st Hour:** The concept recruitment will be defined and the processes involved in recruitment will be discussed. Different channels of recruitment will also be considered during the lecture.

**2<sup>nd</sup> Hour:** Students will discuss their past experiences of recruitment and deliberate on adverse effect this activity may have on the organization if not proper handled

**Study Questions:**

1. What do you understand by recruitment?
2. Mention various channel of recruitment.
3. Describe the adverse effect of inefficient recruitment exercise on the success of an organization

**Reading List:**

1. Blum, A. (1987). The Israeli experience in agricultural extension and its application to developing countries. In W.M. Rivera and S.G. Schram (Eds.) Agricultural extension worldwide-issues, practices and emerging priorities. London: Croom Helm.
2. Vijayaragavan, K. (1994). Agricultural Administration in India. New Delhi: Concept Publishing Company
3. Manage Recruitment and Staffing in Your Organization. Available online at [http://humanresources.about.com/od/recruitingandstaffing/Employee\\_Planning\\_Recruiting\\_Selecting\\_Staffing\\_and\\_Hiring.htm](http://humanresources.about.com/od/recruitingandstaffing/Employee_Planning_Recruiting_Selecting_Staffing_and_Hiring.htm)
4. Pattanayak, B. (2009). Human Resource Management. Third Edition. PHI Learning Private Limited New Delhi-110001 2009. ISBN-978-81-203-2711-5

**Week 12: Staff placement in an organization**

**Objective:** Students will discuss staff placement in an organization

**Description:**

**1st Hour:** The staff placement in an organization will be discussed by the students and the meaning of the concept will be examined

**2nd Hour:** Principles underlying the placement of staff will be discussed.

**Study Questions:**

1. Describe the concept of staff placement.
2. Explain the stages involved in the placement of a staff in an organization.

**Reading List:**

1. Lloyd L. B. Leslie R. (Sixth Edition, Reprinted 2000). A Textbook on Human Resource Management. McGraw-Hill Higher Education.; International Edition ISBN 0-07-229593-7
2. Pattanayak, B. (2009). Human Resource Management. Third Edition. PHI Learning Private Limited New Delhi-110001 2009. ISBN-978-81-203-2711-5

**Week 13 and 14: Human resource planning**

**Objective:** Students will analyze the concept of human resource and human resource planning. Explain the concept of organizational planning.

**Description:**

**1st Hour:** Human resource and human resource planning will be defined, the two concepts will be differentiated and discussed.

**2nd Hour:** The relationship between human resource planning and organizational planning. In addition, the steps involved in the human resource planning will be examined.

**Study Questions:**

1. Define human resource and human resource planning.



2. Differentiate between human resource planning and organizational planning
3. Enumerate step involved in human resource planning

**Assignment:**

1. Discuss the organizational and human resource planning of a named government and private organisations
2. Compare and contrast the human resource and organizational planning of the two organizations above.

**Reading List:**

- 1.C.F Russ, jr. (1982).Manpower planning systems: Part 1,"Personnel Journal, January1982, p.41
2. Thomas H. Patten, (1971). Manpower Planning and the development of Human Resources (New York: John Wiley and Sons, p.243.

**Week 15: Revision Exercise.**

**Objective:** Students will revise all topics taught during the semester.

**Description:** All topics dealt with in this course will be reviewed. The study questions and assignments will be given special attention. Students will discuss what they have learnt from the course.

**Study Questions:**

1. Briefly describe why the study of personnel management is necessary for Agricultural Administration students
2. What are the ways an organization could help to maintain good human relations among her staff?
3. List the procedures required in developing a reliable and valid techniques for screening and selection of new staff
4. Describe how the functions of personnel department and personnel officer affect smooth running of an organization
5. Identify the consequences of not using incentives and rewards in the success of an organization.
6. Enumerate the steps involved in job analysis.
7. Explain how to construct accurate job description .
8. Mention different types of rewards known to you.