

Tutorial Letter 101/3/2016

Human Resource Maintenance and Retention

HRM2602

Semesters 1 & 2

Department of Human Resource Management

IMPORTANT INFORMATION:

This module is offered online. Please activate your myLife e-mail address and ensure that you have regular access to the HRM2602 myUnisa module site. You will receive limited printed study material from Unisa for this module.

This tutorial letter contains important information on this module: Read it together with the information on myUnisa.

BAR CODE

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Please note:

This tutorial letter should be read together with the *my Studies @ Unisa* brochure and Tutorial Letter **HRMALL6/301/4/2016** and the modules online document(s) (MO) for this module.

It is essential that you register with **myUnisa** (see the *my Studies @ Unisa* brochure for details) since it will give you direct access to important information and allow you to perform tasks such as updating your personal information, submitting assignments, confirming receipt of assignments, obtaining assignment marks, obtaining examination timetables and results, joining online discussion forums, and much more.



Dear Student

1 INTRODUCTION

Welcome to this module. We hope you will find this module interesting and rewarding. We will do our best to make sure you succeed. Let's start by telling you that the best thing you can do is to start studying as soon as possible, and to resolve to do all the assignments properly.

This tutorial letter refers to Module HRM2602 and it contains specific information related to the tutorial matter for the module, the purpose and outcomes, relevant contact details, resources, student support services, where you will find the workbooks and study plan, how you will be assessed in this module, the assignments, and also frequently-asked questions. Since this module is offered online it is important that you read this tutorial letter carefully, keep it in a safe place and then log onto the myUnisa site for this module. In addition to the inventory letter and other items, you should also have received the *my Studies @ Unisa brochure*, which contains important information. This brochure is also available on myUnisa. The Department of Despatch should provide you with the following **tutorial matter** for this module:

- One general tutorial letter from our department: HRMALL6/301/4/2016
- Tutorial letter HRM2602/101/3/2016 (this tutorial letter)
- Modules Online document (MO001)
- Tutorial Letters 201 and 202, which contain feedback on the assignments

Feedback on assignments will be provided in Tutorial Letters 201 and 202. These tutorial letters will also be available on myUnisa a few weeks after the due date of each assignment.

I wish you success on your journey! I hope you will enjoy this module and that it will be of great value and interest to you.

2 WHAT DOES IT MEAN THAT THE HRM2602 MODULE IS OFFERED ON-LINE?

In this tutorial letter and also on myUnisa we explain how this module works and where you will obtain certain information.

2.1 myUnisa

It is important that you get connected to myUnisa. This is an online system that you access via the internet at <http://my.unisa.ac.za>. You have to ensure that you have **regular access to myUnisa**. Plan your time carefully to make sure that you submit assignments on time and that you work at a fast enough pace to ensure that you manage to work through all the required study material. In the *my Studies @ Unisa brochure* you will find details on myUnisa; or you can go to <http://my.unisa.ac.za>. – make sure you login with your student number and password. **Keep this in a safe place for later use.**

2.2 Study material

Because this module is offered online it means that for HRM2602 you will receive limited printed study material. You will not receive a printed workbook but a modules online document (MO001); and you will have to purchase the prescribed book. You can find the workbooks referred to in the MO001 document under Official Study material on myUnisa on the module site. Use this together with your prescribed book.

2.3 Assessment

You have compulsory assignments to submit on or before the due date. The **examination** will be venue-based. Find the examination timetables on myUnisa. You will only be admitted to the examination if you have submitted Assignment 1 or 2 to reach us on or before the due date.

2.4 Feedback on assignments

Guidelines on answering the assignments for the semester you are registered for will be provided to students on the HRM2602 myUnisa module site as mentioned above.

After submitting the multiple-choice assignment, you will receive a letter which provides you with the correct answers and your mark for the assignment. Markers will comment constructively on written assignments. Feedback on compulsory assignments **will be sent to all students registered for this module** in follow-up Tutorial Letter 201 and 202, and not only to those students who submitted the assignments. As soon as you receive this feedback, please check your answers. The assignments and the feedback on these assignments form an important part of your learning and should help you to be better prepared for the next assignment and for the examination. **The feedback on the self-assessment assignment, Assignment 03, is included under the Self-assessment tool on myUnisa.** This will enable you to mark your assignment yourself as soon as you have completed it.

2.5 Prescribed book

Although this is an online module (MO), you will also need to use a **prescribed book**. This book is not available on the HRM2602 myUnisa module site. You need to purchase a copy of the book as soon as possible. The details of this book appear on the site and in this tutorial letter. Remember that you can find details of official Unisa booksellers in the *my Studies @ Unisa* brochure.

3 WHERE TO START AND HOW TO APPROACH HRM2602

You can find almost all of the information you will need for this module on the HRM2602 myUnisa module site. This tutorial letter merely serves to guide you on where to start and what to do. All the study material for this module will be available on myUnisa. **It is thus very important that you register on myUnisa and access the module site on a regular basis.** You must be registered on myUnisa to be able to access your learning material, submit your assignments, gain access to various learning resources, chat to your lecturer and fellow students about your studies and the challenges that you might encounter, and to participate in online discussion forums. If you have done online modules before, remember that how we do things in this module might differ slightly from other online modules that you have already completed.

To get started and to assist you with HRM2602 we have developed a step-by-step process below:

4 MYUNISA AND MYLIFE E-MAIL

Refer to the *my Studies @ Unisa* brochure for more information on myUnisa. As mentioned above, it is essential for this module. To access myUnisa go to <http://my.unisa.ac.za>.

Remember that there are also other tools available on the main myUnisa site that you can access even before you log onto the site. For the HRM2602 myUnisa module site we have also included information about "netiquette" and mutual expectations in workbook 00. We make use of specific icons in this

module that we also explain on the site. Part of the process of getting access to myUnisa is activating your myLife e-mail account. This is crucial, since all your official correspondence about this module will be sent to your myLife e-mail address. You can also forward e-mails from this address to any other e-mail address. Refer to the *my Studies @ Unisa* brochure for more information on activating your myLife e-mail address and gaining access to the myUnisa module site. Check your myLife e-mails regularly because all announcements and other module-related communication will be sent to this address.

5 PURPOSE OF AND OUTCOMES

5.1 Purpose

This module will be useful to familiarise students with the basic principles of HR management and how human resources can be managed constructively and strategically in today's business environment. You will find that this module is fairly extensive, and you will have to apply your mind to master the subject matter. I, therefore, encourage you to study the course material diligently but, at the same time, to enjoy the study material. This will make the learning experience worthwhile.

Human Resource Maintenance and Retention is linked to the HRM2601 module and forms part of the qualification you registered for since it covers basic information relating to HR management.

5.2 Outcomes

The module outcomes are those outcomes that you must achieve in order to complete the module successfully and to be effective in the workplace. On completion of this module, you should be able to:

- effectively assess and develop qualified employees and be able to manage their careers
- develop and implement compensation and benefits, and promote health and safety in the workplace in order to retain qualified employees
- discuss the role of positive, equitable labour relations in ensuring long-term organisational success
- effectively manage diversity in the organisation
- explain the latest trends and developments in HR management

6 CONTACTING YOUR LECTURER AND UNISA

6.1 Contacting the lecturer

The lecturer for this module is:

Mr Louis Maré	
Office number:	Room 3-68, AJH van der Walt Building, Muckleneuk Ridge campus
Fax number:	086 561 3847
Postal address:	The Lecturer Human Resource Management (HRM2602) Department of Human Resource Management PO Box 392 Unisa 0003

I am available telephonically for consultation on Tuesdays between 11:00 and 13:00. In the event that I am not available on the specific day, I will post an announcement on myUnisa.

If you wish to see me personally, make an appointment beforehand in order to avoid disappointment.

You may also contact me via the HR helpdesk (see details in section 6.2 below) or via the Course Contact option on myUnisa. You will find this option on the left-hand side once you have logged on to the HRM2602 myUnisa module.

Please address all correspondence about **academic matters**, such as enquiries about the **contents** of assignments, to **me**.

Administrative enquiries should be directed to the **relevant department**. See section 6.3.

You may enclose more than one letter in an envelope, but do not address enquiries to different departments in the same letter. Do not include letters to lecturers with assignments. Always write your **student number** and the **HRM2602** code at the top of any correspondence to the university. If you contact me by e-mail, always include the HRM2602 code and your student number in the subject line.

6.2 Contacting the department of HRM

You can contact the lecturers by telephone or e-mail via the Department of Human Resource Management's helpdesk. The details are as follows:

Telephone number:	012 429 8701
E-mail address:	hrmacademics@unisa.ac.za (Always include your student number and the HRM2602 code in the subject line of e-mail messages that you send to this e-mail address.)

When you use the above telephone number or e-mail address, your enquiry will be directed to the appropriate person. **Please do not send the same message by using the helpdesk and the Course Contact option on the myUnisa module site. This may cause delays as we have to respond to duplicate enquiries.**

6.3 Contacting the university

Address any enquiries about administrative matters to the section concerned with your problem. Consult the *my Studies @ Unisa* brochure or Tutorial Letter HRMALL6/301/4/2016 for more information. **Note the format required for e-mail/SMS correspondence. Always have your student number at hand when phoning the university.**

6.4 Contacting fellow HRM2602 students

On myUnisa, there is the Discussion Forum tool which contains various forums where you can communicate with your fellow learners and the lecturer. You are advised to visit the discussion forums regularly. Note that the discussion forums are intended for subject-related discussions. They can be compared to class discussions in a face-to-face classroom where the lecturer or a learner may ask a question and learners then have the opportunity to reply. The lecturer may then comment at the end. You should, therefore, not expect a reply from the lecturer following every posting on the discussion forums. The lecturer will access the discussion forums at least once a week and comment where necessary.

The discussion forums will give you an opportunity to:

- discuss and clarify critical issues in the subject area
- share experiences and ideas with peers and lecturers
- solve problems collaboratively
- debate topical issues
- raise critical questions about the topic under discussion
- introduce the most recent developments in the subject area

The discussion forums should not be seen as a means of personal communication with the lecturer. Rather use e-mails or the Course Contact option for this purpose.

7 RESOURCES

7.1 Prescribed book

There is one HRM2602 prescribed book for this module you need to purchase:

Wärnich, S, Carrell, MR, Elbert, NF & Hatfield, RD. 2015. *Human resource management in South Africa*. 5th edition. London: Cengage Learning. ISBN 978 1408 074222.

DO NOT use previous editions of this book – make sure you purchase the 5th edition.

Prescribed books can be obtained from the university's official booksellers. Access myUnisa for the official booksellers that stock this book: Go to the myUnisa webpage (<http://my.unisa.ac.za>), click on Prescribed Books on the left and type in the code - HRM2602. Once you click on Display, you will find information on the prescribed book for the particular module as well as information on the booksellers. Information on the booksellers is also available in the *my Studies @ Unisa* brochure. Alternatively, you can log on to the HRM2602 module site on myUnisa and click on the Prescribed Books link on the left-hand side.

If you have difficulty in obtaining the prescribed book from these booksellers, please contact the Unisa Prescribed Books Section as soon as possible on 012 429 4152 or send an e-mail to vospresc@unisa.ac.za for assistance.

7.2 Recommended books

There are no recommended books for this module.

7.3 Electronic reserves (e-Reserves)

There are no e-Reserves for this module.

8 WHAT STUDENT SUPPORT SERVICES ARE AVAILABLE?

8.1 Student support systems and services at Unisa

Various student support systems and services are available at Unisa (student counselling, e-tutors, language support). For more information in this regard, please consult the *my Studies @ Unisa* brochure. Information on the use of myUnisa and e-tutor support is also provided in Tutorial Letter HRMALL6/301/4/2016.

8.2 myUnisa

On the **HRM2602 module site** on [myUnisa](http://my.unisa.ac.za) you will find many options which include a link to contact your lecturer and also a discussion tool.

All the information about the myUnisa options is located on the myUnisa website for this module. The Discussion option is particularly important.

- **Discussion Forum option:** This option provides you with access to the online discussion forums where you can share your ideas and insights with the other learners. Under the **Discussions** option, there may also be several other discussion forums where you can share ideas and post your discussions online. We have also provided you with a space where you can engage socially with other learners on this course – the Social Indaba. You can also ask questions by means of the **Questions and Answers option**.

Also remember that there is a **Help option on myUnisa** that appears as an orange-coloured tab at the top or in the 'More' drop-down menu that you can also access if you need assistance with the options and the myUnisa environment.

Please consult the publication, *my Studies @ Unisa* which you received with your study material for more information on myUnisa.

8.3 Frequently-asked questions (FAQs)

On the HRM2602 myUnisa module site you will find a number of frequently-asked questions. To access these questions go to the site and click on the module site on the FAQ option (it appears on the left-hand side on the screen).

9 STUDY PLAN

Given the limited time you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a suggested schedule or study plan for you. This study plan basically consists of a few guidelines indicating by when you should have at least completed certain sections of the study material. However, remember that these are only guidelines – you should always work at your own pace and you may even prefer to draw up your own time management schedule which may be better suited to your particular situation. Moreover, consider that longer workbooks require more time in the study plan than shorter workbooks.

The study plan appears in Appendix A for semester 1 and Appendix B for semester 2. Assignment due dates are available on the schedule, and are also included in this tutorial letter.

You can change the schedule to suit your particular needs if you wish, but keep in mind that we have indicated the minimum pace that you need to work at.

You can also refer to the *my Studies @ Unisa* brochure for guidance on general time management and planning skills. A paper-based planner has also been included at the back of the *my Studies @ Unisa* brochure that you can use if you prefer.

10 ASSESSMENT

10.1 Assignments (formative assessment)

10.1.1 Assessment plan for HRM2602

Unlike residential universities, Unisa does not require students to write tests to gain admission to the examination; assignments are used for this purpose.

Assignments are important to determine whether you have studied the matter in the workbooks and prescribed book systematically and can achieve certain objectives. At the same time you will become familiar with the standards applied at the university, broaden your knowledge of the module, and gain valuable practice by answering questions.

Three assignments have been set for this module. **Both Assignments 1 and 2 are compulsory** (see Appendix A or B, depending on the semester you registered for). They must be submitted to the university for assessment and will contribute towards your final mark for this module. **You should complete them after you have studied the relevant sections of the prescribed material. You have to submit Assignments 1 or 2 on or before the due date to gain admission to the examination. Assignment 3 under the Self-assessment option on myUnisa is a self-assessment assignment, thus, you do not have to submit it to the university for assessment.** Complete this assignment after you have studied the relevant sections of the work. Try to answer the assignment questions **without consulting the workbook or the prescribed book**. After you have completed the assignment, evaluate your answers according to the guidelines provided.

To gain admission to the examination, you are required to submit Assignment 1 or 2 on or before the due date. Assignment 1 consists of multiple-choice questions, while Assignments 2 and 3 contain essay questions.

Since you are expected to adopt a scientific approach to your assignments, study the guidelines for answering assignments and examination questions in Appendix B of Tutorial Letter HRMALL6/301/4/2016. Pay special attention to the key concepts for assignments and examinations and to the guidelines for answering questions based on case studies to ensure that you understand how to avoid plagiarism. Make sure that you meet the administrative requirements set out in the appendix when submitting assignments.

When you complete your assignments you will be provided with an excellent opportunity to ensure that the work you have done during the year contributes towards your final assessment mark. Therefore, we advise and encourage you to do every assignment (including the self-assessment assignments, which should not be submitted to Unisa for marking) and obtain a good mark in the assignments.

10.1.2 Calculation of the year mark and final assessment marks

Your final assessment mark for the module will be a combination of an assignment mark and the examination mark.

You will earn a **year mark** by submitting Assignments 1 and 2 on time. Your marks for these assignments will be combined with your examination mark to calculate the **final assessment mark** for this module. The assignment marks will contribute a maximum of 20% (10% each) to the final assessment mark for the module, while the examination mark will contribute 80%. **Note that only the submission of an assignment on or before the due date is required for admission to the examination.** However, the marks obtained for both compulsory assignments contribute towards your final mark. Although you will be admitted to the examination if you only submit one assignment, you will forfeit 10% of your final mark. You have to obtain a minimum of 50% as a final mark (the year mark and the examination mark combined) to pass the module.

Please take note of the subminimum rule at Unisa:

Subminimum rule

Note the following in the Unisa assessment policy. Irrespective of your year mark, you must obtain a subminimum of 40% in the examination. If you obtain less than 40% in the examination, your year mark will not be taken into account when calculating your final assessment mark. In such an event the mark obtained in the examination will be the final mark.

Therefore, you will fail the module if your examination mark is less than 40%.

If you write a supplementary examination or an aegrotat examination, your year mark will be taken into account. Students who qualify to write a supplementary/aegrotat examination do not need to submit assignments during the semester they will be writing the supplementary/aegrotat examination. See Tutorial Letter HRMALL6/301/4/2016 for more information on the calculation of your final assessment mark.

10.1.3 Assignments

The assignments for 2016 are provided in Appendices C and D of this tutorial letter. **Both assignments are compulsory.**

10.1.4 Format of the assignments

Assignment 01

Assignment 1 comprises multiple-choice questions. The assignment can be found in Appendices C and D. Ensure that you use the correct unique number when submitting your assignments. In Assignment 1

you are required to select the most appropriate answer from options 1 to 4. Choose the answer which you think is correct. In other words, if you think that option 4 in question 1 is correct, then write 4 next to the appropriate question number (in this case, question 1). If you need assistance with answering multiple-choice questions, refer to the *my Studies @ Unisa* brochure.

Assignment 02

Assignment 2 is an essay assignment. Different assignments are set for the two semesters. The assignment can be found in Appendices C and D together with the assessment criteria for this assignment. Different unique numbers are provided for each assignment. Ensure that you use the correct unique number when submitting assignments. The assignment should be submitted electronically via myUnisa.

Guidelines on answering essay/case study assignment questions are provided in Tutorial Letter HRMALL6/301/4/2016.

10.1.5 Unique numbers, due dates and material to be studied for assignments

The assignments have specific due dates as indicated below. A few weeks after the due date of each assignment, guidelines for answering the assignment will be made available in Tutorial Letters 201 (Assignment 1) and 202 (Assignment 2). These tutorial letters will also be available under official study material on myUnisa. Study these guidelines in preparation for the examination together with the other study material for this module.

Below are the due dates for the various assignments and their unique numbers for both semesters:

Assignment number	Semester 1		Semester 2	
	Due date	Unique number	Due date	Unique number
01	4 March 2016	765403	19 August 2016	822699
02	1 April 2016	761782	16 September 2016	893417

NOTE: Assignments 1 and 2 and their respective unique numbers differ for the two semesters.

Please make sure that you provide the correct unique number when submitting assignments and that you submit your assignments on or before the due dates. Take slow systems and routine maintenance into account. We advise that you submit your assignments a few days before the due date.

10.1.6 Submission of assignments

Submit your assignments (1 and 2) electronically via myUnisa. Remember that you can submit your assignments until 00:00 (12 o' clock midnight) on the due date of this assignment. However, we **advise you not to wait until the day of the due date before submitting your assignments** on myUnisa, since the system might be very busy or down for routine maintenance. The assignments and due dates can be found on myUnisa under Additional Resources, on the schedule and in this tutorial letter.

To submit the assignments on myUnisa:

- Go to myUnisa (<http://my.unisa.ac.za>) and log in with your student number and password.
- Select the module that you want to submit the assignment for.
- Click on "Assignments" in the menu on the left-hand side of the screen.
- Click on the assignment number you wish to submit and follow the instructions.
- Once you have submitted an assignment do not resubmit (there is such an option available) once the due date has lapsed this option will no longer be available.

- You can check on myUnisa if we have received your assignments.
- When you submit the assignments, print or save the proof of submission page.
- Always keep a copy of your assignments.

10.1.7 Who to contact about the receipt of an assignment or marks obtained

Enquiries about the receipt of assignments or assignment marks may be directed to the Directorate of Student Assessment and Administration (see *my Studies @ Unisa* for details). Assignment information can also be obtained by accessing myUnisa and clicking on Assignments on the left-hand side.

Please note that even if you submit your assignment before the due date, it will only be assessed and returned to you after the due date of the assignment. No assignments will, therefore, be assessed before the due date.

10.2 Examination (summative assessment)

The examination is an opportunity for you to demonstrate that you have achieved the learning outcomes of this module.

10.2.1 Requirements for admission to the examination

Admission to the examination is automatic, provided you have submitted Assignment 1 or 2 on or before the due date of the assignment. Students who do not submit this compulsory assignment will **NOT** be granted admission to the examination. **No extension** will be granted for submitting the assignment.

10.2.2 Format of the examination paper

Format of the May/June 2016 examination paper

The May/June 2016 examination paper will consist of two sections and will be based on the fifth edition of the prescribed book *Human resource management in South Africa*.

TWO SECTIONS	SECTION A (Total for Section A = 30 marks)	30 multiple-choice questions (1 mark each)
	SECTION B (Total for Section B = 40 marks)	Essay/paragraph-type questions (3 questions with subsections; you choose any 2 questions, worth 20 marks each)
TOTAL MARKS FOR THE PAPER		70 marks
DURATION OF THE EXAMINATION		2 hours

Section A will consist of multiple-choice questions similar in format to those in Tutorial Letter 101 (this tutorial letter). Section B will consist of THREE ESSAY QUESTIONS. You are required to answer only TWO of these questions in the space provided in the examination paper. The questions may be subdivided into paragraph-type questions.

The examination paper will be a fill-in paper, which means that you will only receive an examination paper and a mark-reading sheet in the examination. You will do the essay questions in Section B of the paper in the space provided in the examination paper. The duration of the examination will be two hours. The questions in Section B will not include lengthy case studies; and the format will be similar to that of some of the questions in Assignment 3 (except for the case studies). Slides of the prescribed book (the 5th edition) are available from the book's website; see the preface of the book for more details. You can use these slides as your point of departure when compiling notes for the examination. Please remember that the information contained in the slides is not sufficient for the examination – use it as a framework to make your own notes.

IMPORTANT NOTICE!

Please ensure that you complete the correct part of the examination paper applicable to the period you are registered for. Students who complete the wrong part of the paper will be given 0%.

Format of the October/November 2016 examination paper

The October/November 2016 examination paper will consist of two sections and will be based on the 5th edition of the book *Human resource management in South Africa*.

TWO SECTIONS	SECTION A (Total for Section A = 30 marks)	30 multiple-choice questions (1 mark each)
	SECTION B (Total for Section B = 40 marks)	Essay/paragraph-type questions (3 questions with subsections; you choose any 2 questions, worth 20 marks each)
TOTAL MARKS FOR THE PAPER		70 marks
DURATION OF THE EXAMINATION		2 hours

Section A will consist of multiple-choice questions similar in format to those in Tutorial Letter 101 (this tutorial letter). Section B will consist of THREE ESSAY QUESTIONS. You will be required to answer only TWO of these questions in the space provided in the examination paper. The questions may be subdivided into paragraph-type questions.

The examination paper will be a fill-in paper, which means that you will only receive an examination paper and a mark-reading sheet in the examination. You will do the essay questions in Section B of the paper in the space provided in the examination paper. The duration of the examination will be two hours. The questions in Section B will not include lengthy case studies, and the format will be similar to that of some of the questions in Assignment 3 (except for the case studies). Slides of the prescribed book (5th edition) are available from the book's website; see the preface of the book for more details. You can use these slides as your point of departure when compiling notes for the examination. Please remember that the information contained in the slides is not sufficient for the examination – use it as a framework to make your own notes.

Previous examination papers are available only on myUnisa. Previous examination papers or feedback on examination papers will not be e-mailed to students.

10.2.3 Guidelines on preparing for the examination

What should you study for the examination?

Learning unit in HRM2602 Workbook	Chapter in prescribed book
1. Career management	Sections 8.8 to 8.12 of chapter 8
2. Performance management and appraisal	9
3. Training and development	10
4. Compensation and benefits	11
5. Health and safety	12
7. Diversity management and regulatory challenges	3
8. Competency-based HR management	14
9. HR management in virtual organisations	15
10. HR management and leadership	16

In the activities in the HRM2602 workbooks, the study icon indicates which sections of the prescribed book you should study. **Remember that you should study all the subsections of each section**

specified, unless stated otherwise. Make **detailed notes** or summaries of these sections, as suggested in the HRM2602 workbook, and study these for the examination. To assist you with your summaries for the examination, access the website of the prescribed book and obtain slides from this website. Refer to the preface of the prescribed book for more details and information on the website.

Composition of the examination paper

- All the chapters mentioned above will be covered more or less equally in the examination.
- The format of the multiple-choice questions (Section A) will be similar to that of the questions in the assignments. The format of the essay or paragraph questions (Section B) will be similar to that of the theoretical assignment questions contained in Tutorial Letter 101 (this tutorial letter) and the questions in the prescribed book.

Please refer to the brochure *my Studies @ Unisa* and Tutorial Letter HRMALL6/301/4/2016 for general examination guidelines and examination preparation guidelines.

11 SOUTH AFRICAN BOARD FOR PEOPLE PRACTICES (SABPP)

The South African Board for People Practices (SABPP) publishes an electronic newsletter on a regular basis, the name of the publication is *HR Voice*. We have created a subfolder SABPP on the myUnisa module site for HRM2602 where you will be able to read the latest edition of this publication. When new editions become available these will be added to this folder.

The SABPP has accredited Unisa's HRM qualifications and you can read more about the SABPP in Tutorial Letter HRMALL6/301/4/2016. Visit their website on www.sabpp.co.za to learn more about registration with the SABPP.

12 FREQUENTLY-ASKED QUESTIONS (FAQs)

A number of frequently-asked questions and answers appear in Appendix C of Tutorial Letter HRMALL6/301/4/2016. These questions are relevant to all the modules offered by the Department of Human Resource Management. You will also find FAQs on the HRM2602 myUnisa module site (these questions can be found on the site on the left-hand side).

Before contacting Unisa, read through these FAQs since you may find the answer to your question there. Also remember to look at the FAQs regularly because we will add more questions as the semester progresses – among which may be questions you have asked. Therefore, this option is very useful. Also consult the *my Studies @ Unisa* brochure before contacting the university because most of your questions will be answered in this brochure.

13 CONCLUDING REMARKS

We hope that you will enjoy your studies, and we look forward to being your partners in this exciting endeavour

Best wishes!

Mr L S Maré
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
UNISA

APPENDIX A – SCHEDULE (SEMESTER 1 – 2016)

Given the limited time you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a study plan for you. This study plan basically consists of a few guidelines indicating by when you should have **at least** completed certain sections of the study material. Remember, though, that these are only guidelines – you should always work at your own pace, and you may even prefer to draw up your own time management schedule which will be better suited to your particular situation. You could also use the electronic schedule on myUnisa or the study plan in the *my Studies @ Unisa* brochure to compile a comprehensive plan for all your modules if you prefer.

The table below contains a possible study programme for HRM2602 to help you plan your academic year.

The study plan below is applicable to students registered for the first semester in 2016.

Orientation: Once you have registered, read the tutorial letters and workbooks for HRM2602, the orientation, and the introduction to topics to familiarise yourself with the content of the module.

SEMESTER 1 (JANUARY – JUNE 2016)			
Tutorial Letter HRM2602/101/3/2016	Prescribed book	Assignment	Preparation for the examination*
Week 1 (25 January – 31 January 2016)			
Workbooks 1 and 2.	Study the parts sections 8.8-8.12 of chapter 8 and chapter 9 specified in the workbooks		
Week 2 (01 – 07 February 2016)			
Workbook 3	Study the parts in chapter 10 specified in the HRM2602 workbook.		
Week 3 (8 – 14 February 2016)			
Workbook 4	Study the parts in chapter 11 specified in the HRM2602 workbook.		
Week 4 (15 – 21 February 2016)			
Workbook 5	Study the parts in chapter 12 specified in the HRM2602 workbook.	Start with Assignment 1. Complete the self-assessment questions in Assignment 3 that are related to workbooks 4 and 5, and evaluate answers.	
Week 5 (22 – 28 February 2016)			
Workbook 6	Read chapter 13 together with workbook 6 in the HRM2602 workbook.	Work on Assignment 1. Complete the self-assessment questions in Assignment 3 that are related to workbooks 6 and 7, and evaluate your	

SEMESTER 1 (JANUARY – JUNE 2016)			
Tutorial Letter HRM2602/101/3/2016	Prescribed book	Assignment	Preparation for the examination*
		answers.	
Week 6 (29 February – 6 March 2016)			
Workbook 7	Study the parts in chapter 3 specified in the HRM2602 workbook.	Complete Assignment 1 and send to Unisa before or on 4 March 2016 . Complete the self-assessment questions in Assignment 3 that are related to workbooks 8 and 9, and evaluate your answers.	
Week 7 (7 – 13 March 2016)			
Workbook 8	Study the parts in chapter 14 specified in the HRM2602 workbook.	Start with Assignment 2. Complete the self-assessment questions in Assignment 3 that are related to workbooks 10 and 11, and evaluate your answers.	
Week 8 (14 – 20 March 2016)			
Workbook 9	Study the parts in chapter 15 specified in the HRM2602 workbook.	Work on Assignment 2. Complete the self-assessment questions in Assignment 3 that are related to workbook 12, and evaluate your answers.	
Week 9 (21 – 27 March 2016)			
Workbook 10	Study the parts in chapter 16 specified in the HRM2602 workbook.	Work on Assignment 2.	
Week 10 (28 March – 3 April 2016)			
Workbook 11	Study the parts in chapter 17 specified in the HRM2602 workbook.	Complete Assignment 2 and send to Unisa before or on 1 April 2016 .	Study: workbooks 1 and 2
Week 11 (4 April – 10 April 2016)			
			Study: workbooks 3 and 4
Week 12 (11 – 17 April 2016)			
			Revise: workbooks 5 and 7

SEMESTER 1 (JANUARY – JUNE 2016)			
Tutorial Letter HRM2602/101/3/2016	Prescribed book	Assignment	Preparation for the examination*
Week 13 (18 – 24 April 2016)			
			Revise: workbooks 8 and 9
Week 14 (25 April – 01 May 2016)			
			Revise workbooks 10 and 11
Week 15 (02 May – 08 May2016)			
			Examination starts in May 2016 and ends in June 2016.

* Examination dates are subject to change, which means that you will have to adjust your study plan accordingly if any changes occur.

APPENDIX B – SCHEDULE (SEMESTER 2 – 2016)

Given the limited time you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a study plan for you. This study plan basically consists of a few guidelines indicating by when you should have **at least** completed certain sections of the study material. Remember, though, that these are only guidelines – you should always work at your own pace, and you may even prefer to draw up your own time management schedule which will be better suited to your particular situation. You could also use the electronic schedule on myUnisa or the study plan in *my Studies @ Unisa* to compile a comprehensive plan for all your modules if you prefer.

The table below contains a possible study programme for HRM2602 to help you plan your academic year.

The study plan below is applicable to students registered for the second semester in 2016.

Orientation: Once you have registered, read the tutorial letters and workbooks for HRM2602, the orientation, and the introduction to topics to familiarise yourself with the content of the module.

SEMESTER 2 (JUNE – NOVEMBER 2016)			
Tutorial Letter HRM2602/101/3/2016	Prescribed book	Assignment	Preparation for the examination*
Week 1 (20 – 26 June 2016)			
Workbooks 1 and 2.	Study the parts in sections 8.8-8.12 of chapter 8 and chapter 9 specified in the workbooks		
Week 2 (27 June – 03 July 2016)			
Workbook 3	Study the parts in chapter 10 specified in the HRM2602 workbook.		
Week 3 (04 – 10 July 2016)			
Workbook 4	Study the parts in chapter 11 specified in the HRM2602 workbook.		
Week 4 (11–17 July 2016)			
Workbook 5	Study the parts in chapter 12 specified in the HRM2602 workbook.	Start with Assignment 1. Complete the self-assessment questions in Assignment 3 that are related to workbooks 4 and 5, and evaluate your answers.	
Week 5 (18–24 July 2016)			
Workbook 6	Read chapter 13 together with workbook 6 in the HRM2602	Work on Assignment 1. Complete the self-	

SEMESTER 2 (JUNE – NOVEMBER 2016)			
Tutorial Letter HRM2602/101/3/2016	Prescribed book	Assignment	Preparation for the examination*
	workbook.	assessment questions in Assignment 3 that are related to workbooks 6 and 7, and evaluate your answers.	
Week 6 (25 July – 31 July 2016)			
Workbook 7	Study the parts in chapter 3 specified in the HRM2602 workbook.	Complete Assignment 1 and send to Unisa before or on 19 August 2016 . Complete the self-assessment questions in Assignment 3 that are related to workbooks 8 and 9, and evaluate your answers.	
Week 7 (01 – 07 August 2016)			
Workbook 8	Study the parts in chapter 14 specified in the HRM2602 workbook.	Start with Assignment 2. Complete the self-assessment questions in Assignment 3 that are related to workbooks 10 and 11, and evaluate your answers.	
Week 8 (08 – 14 August 2016)			
Workbook 9	Study the parts in chapter 15 specified in the HRM2602 workbook.	Work on Assignment 2. Complete the self-assessment questions in Assignment 3 that are related to workbook 12, and evaluate your answers.	
Week 9 (15 – 21 August 2016)			
Workbook 10	Study the parts in chapter 16 specified in the HRM2602 workbook.	Work on Assignment 2.	
Week 10 (22 – 28 August 2016)			
Workbook 11	Study the parts in chapter 17 specified in the HRM2602 workbook.	Complete Assignment 2 and send to Unisa before or on 16 September 2016 .	Revise: workbooks 1 and 2
Week 11 (29 August – 04 September 2016)			
			Revise: workbook 3 and 4

SEMESTER 2 (JUNE – NOVEMBER 2016)			
Tutorial Letter HRM2602/101/3/2016	Prescribed book	Assignment	Preparation for the examination*
Week 12 (05 – 11 September 2016)			
			Revise: workbooks 5 and 7
Week 13 (12 – 18 September 2016)			
			Revise: workbooks 8 and 9
Week 14 (19 – 25 September 2016)			
			Revise workbooks 10 and 11
Week 15 (26 September – 02 October 2016)			
			Examination starts in October 2016 and ends in November 2016.

* Examination dates are subject to change, which means that you will have to adjust your study plan accordingly if any changes occur.

APPENDIX C – COMPULSORY ASSIGNMENTS (SEMESTER 1 – 2016)

You may submit assignments electronically by uploading them on myUnisa. See the *my Studies @ Unisa* brochure for details.

If you mail the assignment, PLEASE DO NOT SUBMIT THE MARK-READING SHEET IN AN ASSIGNMENT COVER AND STAPLE IT. Insert only the completed mark-reading sheet in an envelope and mail it to Unisa, or place it in an assignment box. Alternatively, you can submit the assignment on myUnisa.

To submit assignments via **myUnisa**:

- Go to myUnisa (<http://my.unisa.ac.za>).
- Log in by means of your student number and password.
- Select the module from the orange bar.
- Click on "Assignments" in the menu on the left.
- Click on the number of the assignment you wish to submit.
- Follow the instructions.

Assignment 1 comprises 20 **multiple-choice questions**. Different assignments are set for semesters 1 and 2. In this assignment you are required to select the most appropriate option from the Answer section of each question (options 1 to 4). Choose the option that you think is correct. In other words, if you think that statement 4 in question 1 is correct, then write 4 next to the appropriate question number (in this case it is question 1) on the mark-reading sheet.

Assignment 01 for Semester 1	
(Study workbooks 1 to 5 to complete this assignment)	
Due date	Unique number
4 March 2016	765403

You have to submit Assignment 1 or 2 to be admitted to the examination. The mark obtained for Assignment 1 will contribute 10% towards your final mark for this module. This assignment should reach Unisa in Pretoria on or before the due date.

Submit this assignment if you are registered for semester 1.

This assignment comprises 20 multiple-choice questions.

You need to use the official Unisa mark-reading sheet when submitting this assignment. Follow the instructions on how to use and complete mark-reading sheets in the *my Studies @ Unisa* brochure. **Note that Assignment 1 will be returned to you unmarked if you do not complete the mark-reading sheet correctly. Refer to *my Studies @ Unisa* to avoid disappointment. If the assignment is returned under such circumstances, you will not be admitted to the examination.**

Ensure that you answer all the questions and that the numbering is correct.

Question 1

During the fourth phase in developing and maintaining a safe work environment, which of the options below promotes health and safety in the workplace?

1. training inspectors
2. choosing the correct safety equipment
3. training employees
4. appointing health and safety representatives

Question 2

Which of the following is **NOT** considered a performance-based system?

1. horizontal plan
2. distribution plan
3. stock option plan
4. deferred plan

Question 3

Which one of the following options is the HR department's most important responsibility in helping employees to acquire capabilities to aid them in achieving organisational objectives?

1. education
2. training
3. learning
4. teaching

Question 4

Troubled employees, unsuited jobs, and lack of motivation, are regarded as three of the four major causes of unsatisfactory employee performance. Which one of the following options is the fourth major cause of unsatisfactory employee performance?

1. a new job assignment
2. employee perception of performance
3. rule breaking
4. management expectation

Question 5

Select the correct roles below played by HR professionals in the career management of employees to achieve and attain the necessary employability skills.

- a. creating a supportive environment
- b. creating a clear career path and equitable compensation for employees
- c. assessing interests, skills and abilities
- d. identifying career opportunities and requirements
- e. providing career planning and feedback

Choose the correct option:

1. b, d and e

2. a, c and e
3. a, d and e
4. c, d and e

Question 6

In a questionnaire designed to investigate emotional wellbeing of employees, a respondent answered that he or she feels helpless, anxious, irritable, and frustrated, and has difficulty to concentrate at work.

Which one of the options below describes the above stated response?

1. burnout
2. stress
3. depression
4. distress

Question 7

Select one of the benefits below which allows for a provision of a car, a parking lot and club membership.

1. executive perks
2. short-term incentives
3. silver parachutes
4. golden parachutes

Question 8

A large organisation with 4000 employees country-wide needs T & D to prepare 120 line managers to handle forthcoming performance appraisals more effectively. From the T & D methods below, select the most appropriate one that could be used in this situation.

1. on-the-job instructions
2. vestibules
3. lectures
4. assessment centres

Question 9

Which of the following is **NOT** a type of performance appraisal?

1. team-based appraisal
2. 45 degree appraisal
3. customer appraisal
4. appraisal of managers

Question 10

Identify one of the options below which help a person to retain a job; move between jobs if necessary; and enhances the individual's suitability for appropriate and sustained employment opportunities.

1. Career management
2. Employability
3. Individual career planning
4. Organisational career planning

Question 11

Management is concerned about the high turnover of bank clerk recruits. Mr Sabeka, the HR manager, is asked to deal with these problems. Select from the list below the most appropriate type of technique to conduct a training needs assessment.

1. skills test
2. assessment centres
3. performance appraisals
4. exit interviews

Question 12

Which one of the following organisations plays an important role in South Africa regarding the promotion of health and safety in the workplace?

1. The Health and Safety Commission
2. Advisory Council for Occupational Health and Safety
3. NOSA
4. OHSA

Question 13

Select one of the methods below which uses elements such as problem-solving, knowledge requirements, job impact, experience, educational qualifications, and training, to evaluate the relative worth of jobs in the organisation.

1. Hay
2. Point
3. Factor comparison
4. Peromnes

Question 14

Performance appraisal (PA) systems are designed to do more than fulfilling some evaluative and developmental objectives.

Choose one option from the list below which is **NOT** preferred by HR professionals in a PA system.

1. helping to determine merit pay increases and bonuses
2. ranking employees according to performance standards
3. complying with employment equity legislation
4. being easy to administer

Question 15

Loreto is 30 years old and has been employed in her current position for the past six years. She is a single mother of one child in grade four and has recently graduated with an honours degree with distinction. Loreto thrives on challenge, is always willing to be of assistance to newcomer employees, and is highly regarded as a motivator in the organisation. Which one of the following career stages closely represents Loreto?

1. withdrawal
2. establishment
3. advancement
4. maintenance

Question 16

Which one of the options below are the essence and significance of an employee assistance programme?

1. help employees identify potential health risks through screening and testing
2. assist employees with their overall health with the aim of preventing future health issues
3. help employees identify and resolve personal problems regardless of the cause
4. encourage employees to change their lifestyle through exercise and health monitoring

Question 17

An organisation requested an HR specialist to determine the effectiveness of its compensation system. The HR specialist reported as follows: (1) perceptions of inequitable treatment were stronger predictors of employee absence and job dissatisfaction; (2) employees perceived that their hard work and performance were not recognised and rewarded proportionately; (3) unwillingness to set higher performance goals.

Based on the above report, which of the following objectives will the organisation have to deal with in order to improve its compensation system?

- a. attraction
- b. retention
- c. motivation
- d. legal compliance

Choose the correct option:

1. a and b
2. b and c
3. a and d
4. c and d

Question 18

“This is a formal and systematic process by means of which job-relevant strengths and weaknesses of employees are identified, observed, measured, recorded and developed according to the assigned duties and responsibilities of the job.”

Which one of the options below relates to the above statement?

1. selection
2. performance management
3. recruitment
4. performance appraisal

Question 19

Which of the following in the T & D system models would be used to assess whether a positive change in job behaviour has taken place as well as transferred to the job?

1. on-the-job technique
2. design and delivery phase

3. evaluation phase
4. away-from-the job technique

Question 20

Select one of the options below which is particularly important for the career development of employees since it provides them with information that helps them to realistically plan, develop and implement career goals.

1. Job vacancies
2. Recruitment
3. Training and development experience
4. Appraisal data

The answers to this assignment will be provided in Tutorial Letter HRM2602/201/1/2016. Please note that this tutorial letter will only be sent to you after the due date for Assignment 1.

Assignment 2 for Semester 1	
(Study workbooks 7 to 11 to complete this assignment)	
Due date	Unique number
1 April 2016	761782

The mark obtained for Assignment 2 will contribute 10% towards your final mark for this module.

Submit this assignment if you are registered for the Semester 1.

This assignment comprises essay questions relating to specific scenarios.

You may submit your assignment by posting it, placing it in one of the Unisa assignment boxes, or uploading it by means of the myUnisa system.

Learning outcomes

On completion of this assignment, you should be able to

- discuss the composition of the South African workforce
- discuss the link between competencies and employee performance
- identify the barriers in HR transformation
- identify and explain in a structured approach steps to HR leadership
- identify and discuss the unique T & D techniques to address training needs for international assignees

Question 1

Explain the different characteristics of the South African workforce that should be considered by HR managers. (14)

Assessment criteria:

- *The characteristics of the South African workforce should be clearly identified and explained*

Question 2

As the newly appointed HR manager of ICT Hub, you like to suggest that management need to build a competency system that produces performance excellence in the organisation. Prepare a presentation to management, explaining the concepts of competency and performance, as well as an analysis integrating the two concepts, when the new system is implemented. (10)

Assessment criteria:

- *You should clearly explain the concepts of competency and performance.*
- *Clearly analyse the integration between competency and performance in implementing the competency system.*

Question 3

PJ Constructions has recently appointed Mrs Mona as the HR director. Due to the growth of the organisation, new posts have been created, employees have been sent for training to upgrade their competency skills, and there has been massive recruitment of new employees. Mrs Mona has now been requested by management to revisit the compensation design and to implement a competency-based compensation system.

3.1 Identify the barriers Mrs Mona is likely to encounter in the organisation when the compensation system is transformed to a competency-based employee reward and recognition system. (4)

3.2 To overcome these barriers, briefly discuss the steps Mrs Mona will follow when communicating the competency-based compensation system to management and employees. (12)

Assessment criteria:

- *The HR barriers to transformation should be clearly stated.*
- *You should clearly explain the steps Mrs Mona will follow when communicating the competency-based compensation system to management and employees.*

Question 4

Briefly discuss the T & D techniques that can be applied to prepare expatriates for overseas assignments. (10)

Assessment criteria:

- *The T & D techniques should be clearly identified and discussed.*

Total: (50 x 2) = [100]

Guidelines on how to approach this assignment

We advise you to work through the following steps when answering the assignment questions:

- Read all the information relating to diversity management, competency-based management, and human resource management in virtual organisations, human resource management and leadership, as outlined in **workbooks 7 to 11**.
- Begin each answer by **studying the relevant information carefully**.
- Ensure that you are familiar with the diversity issues and how to manage them, and that you are well versed in the legislation which promotes equality and fair labour practices.
- Make sure that you understand competencies and how to shift to a competency-based HR management system.
- Make sure that you understand the different forms of virtual work arrangements.
- Also make sure that you can compare leadership with management.

Mistakes that are commonly made when answering questions of this nature

Please ensure that you avoid making the following mistakes:

- Copying information directly from the workbooks and/or from the prescribed book without acknowledging the source.
- Not linking the theory to the information provided.
- Not applying information from sources such as workbooks and the prescribed book to the practical situation presented in the question.
- Not explaining how you would translate the theory into the practical task of dealing with the HR aspects presented in the questions.

Please note these mistakes and guard against them when formulating your answers to the questions in this assignment.

The answers to this assignment will be provided in Tutorial Letter HRM2602/202/1/2016. Please note that this tutorial letter will only be sent to you after the due date for Assignment 2.

APPENDIX D – COMPULSORY ASSIGNMENTS (SEMESTER 2 – 2016)

You may submit assignments electronically by uploading them on myUnisa. See the my *Studies @ Unisa* brochure for details.

If you mail the assignment, PLEASE DO NOT SUBMIT THE MARK-READING SHEET IN AN ASSIGNMENT COVER AND STAPLE IT. Insert only the completed mark-reading sheet in an envelope and mail it to Unisa, or place it in an assignment box. Alternatively, you can submit the assignment via myUnisa.

To submit assignments via **myUnisa**:

- Go to myUnisa (<http://my.unisa.ac.za>).
- Log in by means of your student number and password.
- Select the module from the orange bar.
- Click on Assignments in the menu on the left.
- Click on the number of the assignment you wish to submit.
- Follow the instructions.

Assignment 1 comprises 20 **multiple-choice questions**. Different assignments are set for semesters 1 and 2. In this assignment you are required to select the most appropriate option from the Answer section of each question (options 1 to 4). Choose the option that you think is correct. In other words, if you think statement 4 in question 1 is correct, then you write 4 next to the applicable question number (in this case, question 1) on the mark-reading sheet.

Assignment 1 for Semester 2	
(Study workbooks 1 to 5 to complete this assignment)	
Due date	Unique number
19 August 2016	822699

You have to submit Assignment 1 or 2 to be admitted to the examination. The mark obtained for Assignment 1 will contribute 10% towards your final mark for this module. This assignment should reach Unisa in Pretoria on or before the due date.

Submit this assignment if you are registered for the second semester.

This assignment comprises 20 multiple-choice questions.

You need to use the official Unisa mark-reading sheet when submitting this assignment. Follow the instructions on how to use and complete mark-reading sheets in the *my Studies @ Unisa* brochure. **Note that Assignment 1 will be returned to you unmarked if you do not complete the mark-reading sheet correctly. Refer to the *my Studies @ Unisa* brochure to avoid disappointment. If the assignment is returned under such circumstances, you will not be admitted to the examination.**

Ensure that you answer all the questions and that the numbering is correct.

Question 1

You are the training and development (T&D) officer at a provincial branch of a retail clothing store. There is conflict among staff and high levels of absenteeism. You will embark on training the staff to attend to the problem.

Choose from the list below the purpose of the T & D in this case.

1. updating employee skills
2. solving organisational problems
3. improving performance
4. improving technical skills

Question 2

You have been employed as the employee wellness practitioner. Following a needs assessment at individual level, you establish that there is a need for health-risk assessment, nutritional counselling, stress management, smoking cessation programmes and blood pressure screening. Furthermore, you decide to make a presentation to management in an effort to increase awareness about the consequences of a stressful work environment.

Which of the following components will be the focus of a wellness programme to achieve behavioural change?

- a. self-action
- b. job security
- c. insurance coverage
- d. awareness
- e. follow-up and support

Choose the correct option:

1. a, b and c
2. b, c and d
3. c, d and e
4. a, d and e

Question 3

If an organisation has used a time-based pay system in the past, and now considers implementing a performance-based pay system, which of the following systems would be suitable for newspaper vendors?

1. piece-rate system
2. standard hour plan system

3. commission system
4. merit pay system

Question 4

When dealing with performance in organisations, supervisors must distinguish between performance problems resulting from the lack of critical skills or low morale. Choose the option from the list below that represent the aspects of ineffective performance resulting from organisational policies and practices.

- a. inability to perform in the job
- b. unclear reporting relationships
- c. excessive workload
- d. ineffectual employment practices
- e. lack of job skills
- f. insufficient job training

Choose the correct option:

1. a, c and e
2. b, d and f
3. a, b and c
4. b, d and e

Question 5

Which one of the following options is **NOT** a benefit gained from a career management programme?

1. satisfy employee needs
2. enhance motivation
3. promote employment equity
4. assurance of stable employment

Question 6

The job evaluation committee has analysed 400 jobs of a bank to determine their relative worth by using a job ranking method. Employees are threatening to go on strike in reaction to the inappropriateness of the method.

Which of the following issues should the job evaluation committee have considered before using the job ranking method?

- a. The method is highly subjective.
- b. The method requires decision making by different parties.
- c. It is detailed and specific.
- d. It is difficult to explain to employees.
- e. It is limited to smaller organisations.

Choose the correct option:

1. a and d
2. a and b
3. a and e
4. a and c

Question 7

Josh is an accounts clerk at Unisa. Which of the following work-related difficulties would he experience as a result of intoxication?

1. Accidents and injuries of others
2. Reduced contact with co-workers and supervisors
3. Poor judgement and bad decisions
4. Inconsistent performance in terms of outputs

Question 8

Which of the following are the biggest skills and development factors that hinder sustainable productivity in South Africa?

- a. education and T & D
- b. top management support
- c. economic restructuring
- d. better management practices

Choose the correct option:

1. a, b and c
2. a, b and d
3. b, c and d
4. a, c and d

Question 9

If a supervisor said, "I am pleased with the way you handle conflict with your co-workers." Which of the following performance criteria is used by the supervisor?

1. critical incident criteria
2. trait-based criteria
3. behaviour-based criteria
4. outcome-based criteria

Question 10

Mandisa is an HR specialist. She has been contracted to develop a talent management strategy at the Macula Pharmaceutical Company.

Which of the following is her role in the career management process?

1. solving staffing problems
2. establishing talent and competencies inventories
3. changing the organisational structure for clear promotion opportunities
4. creating a more equitable organisational compensation structure

Question 11

As stipulated by the Occupational Health and Safety Act of 1993, which one of the following duties is the responsibility of employers towards their employees to prevent accidents in the mining industry?

1. informing all employees of their duty under the Act and ensure safety compliance
2. using the prescribed safety equipment where it is required

3. providing information to an inspector from the Department of Labour should it be required
4. reporting an incident that may influence health or cause an injury

Question 12

Why is job evaluation the basis of a job hierarchy and pay ranges in an organisation?

Choose the correct option:

1. It provides information for most of the HR management activities.
2. It provides information for HR managers to act pro-actively.
3. It assesses the worth of a position within an organisation.
4. It reviews the employees within a specific position for evaluative purposes.

Question 13

Which of the following training methods should a T & D consultant consider when training 20 plumbers to ensure the necessary safety?

- a. job-instruction training
- b. away-from-the-job training
- c. coaching
- d. on-the-job training

Choose the correct option:

1. a and b
2. c and d
3. b and c
4. a and d

Question 14

When conducting performance appraisals, the first objective is to assess the effectiveness of the recruitment, selection and placement systems, and the second objective is to provide feedback and motivation for future performance.

Select the correct option below which reflects the first objective and the second objective respectively.

1. developmental; evaluative
2. evaluative; developmental
3. developmental; behavioural
4. evaluative; behavioural

Question 15

Which one of the following options is **NOT** experienced by couples where both members follow their own careers and actively support each other?

1. Conflicting alternatives
2. Child birth postponement
3. They are experienced in conflict resolution
4. Lack of openness about career problems

Question 16

Does an employer have to appoint a health and safety representative in a workplace?

1. Yes, but only in the ratio of one for every 100 employees in the case of shops and offices.
2. Yes, but only in the ratio of one for every 200 employees in the case of shops and offices.
3. Yes, but only in the ratio of one for every 100 employees in the case of a mining company.
4. No, there is no requirement to appoint a health and safety representative in a workplace.

Question 17

Which one of the following is an external factor that has an influence on wages or salary and benefit administration?

1. Capacity of the organisation to pay
2. Corporate policies and philosophy
3. Performance evaluation report
4. Compliance with government legislation

Question 18

Thabelo was appointed as a junior recruitment agent in a large recruitment agency. In the interview she was honest and declared that she had no HR qualifications or experience. Her employer then vowed that she would receive training and a mentor would be appointed to help, guide and develop her, to obtain the necessary skills and abilities to shine in her new job. After six months, none of these promises had been kept and Thabelo had become the non-official tea lady. Which significant piece of labour legislation is important in Thabelo's case, specifically when referring to her skills development and training?

1. Labour Relations Act 66 of 1995
2. Skills Development Levies Act of 1999
3. Basic Conditions of Employment Act 75 of 1997
4. Skills Development Act 97 of 1998

Question 19

Which one of the following methods is used primarily to measure the performance of employees in the clerical and manufacturing sectors, whose jobs are production-or output-orientated?

1. graphic rating scale
2. work standards
3. ranking
4. non-graphic rating scale

Question 20

Select one of the options below which reflect Simba's perception that he is employable because he possesses career resilience, cultural competence, self-efficacy and emotional literacy.

1. career self-management skills
2. individual career planning
3. employability attributes
4. transferable skills

The answers to this assignment will be provided in Tutorial Letter HRM2602/201/2/2016. Please note that this tutorial letter will only be sent to you after the due date for Assignment 01.

Assignment 02 for Semester 2	
(Study workbooks 7 to 11 to complete this assignment)	
Due date	Unique number
16 September 2016	893417

- The mark obtained for Assignment 2 will contribute 10% towards your final mark for this module.
- Submit this assignment if you are registered for the second semester.

- This assignment comprises essay questions relating to scenarios.
- You may submit your assignment by posting it; placing it in one of the Unisa assignment boxes; or uploading it on the myUnisa system.

Learning outcomes

On completion of this assignment, you should be able to

- Discuss why it is important to manage a diverse workforce.
- Identify and explain the key factors in a diversity management strategy.
- Discuss the relevance and importance of a competency-based HRM.
- Identify and explain a specific virtual work arrangement.
- Discuss the skills required for a telecommuting employee
- Identify and explain what a virtual work arrangement entails
- Differentiate a leader from a manager
- Identify and explain the leadership responsibilities for different teams

Question 1

MJ automobiles assemble Mercedes Benz vehicles for distribution to the car dealers country-wide. With the government involvement, the diversity of the workforce has increased from 18% to 50%. Management is concerned about the turnover rate of production employees. New employees cannot be trained fast enough. Overtime costs alone are causing a major budget problem for departments. Even the recruitment of new employees seems to be in trouble. Disgruntled employees have spread the word that the company does not value the differences among work groups. There is no overt discrimination, but there is certainly an undercurrent that is affecting productivity. Management has requested you, the HR manager, to look into the above problems and report back to them.

- 1.1 Could MJ automobiles have avoided this crisis? Explain how. (5)
- 1.2 Prepare an electronic presentation outlining the key factors in a diversity management strategy where the focus is on valuing diversity in the workplace. (10)

Assessment criteria:

- *Clearly explain how MJ automobiles should have avoided this crisis based on relevant theory*
- *Clearly explain the key factors in a diversity management strategy.*

Question 2

Critically discuss the relevance and importance of employee competencies to produce performance excellence in an organisation. (10)

Assessment criteria:

- *You should clearly discuss relevance and importance of employee competencies in an organisation*

Question 3

A pharmaceutical company in South African currently employs ten sales representatives. Management has decided that they do not need to be office bound and approves their work from home arrangement. The company however requires the sales representatives to be at the office for their weekly sales meeting and a monthly video conference with the owners in Honolulu. Mateo hears about this and wishes he had an opportunity to work from home; but as a store manager it might not be possible.

3.1 Identify and explain the new work arrangement. (2)

3.2 Does an employee who works from home need certain skills or can anyone work from home? If so what skills are required? (4)

3.3 It seems as if Mateo would also like to work from home. Why do you think he will not be able to make such an arrangement work? (5)

Assessment criteria:

- *You need to identify and explain the work arrangement in the scenario*
- *Clearly identify and discuss the skills required for an employee to work from home*
- *The characteristics of a virtual work arrangement should be identified and explained*

Question 4

Kgosi took over the position as CEO from the founder and owner of a furniture company. He kept the company on track and maintained the profit levels. However, a new furniture company entered the market and Kgosi realised that things had to change. He called a meeting with all supervisors and employees and asked for their input on what needs to be done to improve success of the company. After gathering all the input, he formed a strategic planning committee to conduct research into the company's external environment, opportunities and constraints. He regrouped the employees to have experts in various functions working together on various tasks. This resulted in groups becoming empowered to make decisions without the approval of management. Kgosi also implemented an open door policy and invited the employees to come and talk to him if they have any suggestions or any problems they would like to discuss. By the end of 2015, Kgosi was proud to announce to his employees that the profit of the company increased by 143% and that he anticipates larger growth in the years to come.

4.1 Is Kgosi a manager or a leader? Give reasons for your answer. (8)

4.2 Different types of teams exist in organisations. How can Kgosi differentiate his leadership role among different types of teams (6)

Assessment criteria:

- *Clearly determine if Kgosi is a manager or a leader and provide reasons for your answer.*
- *The different types of teams should be clearly identified and discussed.*

Guidelines on how to approach this assignment

We advise you to work through the following steps when answering the assignment questions:

- Read all the information relating to diversity management, competency-based management, human resource management in virtual organisations, human resource management and leadership as outlined in **workbooks 7 to 11**.
- Begin each answer by **studying the relevant information carefully**.
- Make sure that you are familiar with the diversity issues and how to manage them, and that you are well versed in the legislation which promotes equality and fair labour practices.
- Make sure that you understand competencies and how to shift to a competency-based HR management system.
- Make sure that you understand different forms of virtual work arrangements.
- Make sure that you can compare leadership with management.
- Finally, make sure that you understand the impact of global operations on the activities of HR professionals.

Mistakes commonly made in answering questions of this nature

Please ensure that you avoid making the following mistakes:

- Copying information directly from the workbooks and/or from the prescribed book without acknowledging the source.
- Not linking the theory to the information provided.
- Not applying information from sources such as the HRM2602 workbooks and the prescribed book to the practical situation presented in the question.
- Not explaining how you would translate the theory into the practical tasks of dealing with the HR aspects presented in the questions.

Please note these mistakes and guard against them when formulating your answers to the questions in this assignment.

Total: (50 x 2) = [100]

The answers to this assignment will be provided in Tutorial Letter HRM2602/202/2/2016. Please note that this tutorial letter will only be sent to you after the due date for Assignment 2.

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