

Tutorial Letter 101/3/2018

**Human Resource Maintenance and
Retention**

HRM2602

Semesters 1 & 2

Department of Human Resource Management

IMPORTANT INFORMATION

Please register on myUnisa, activate your myLife e-mail address and make sure that you have regular access to the HRM2602-2018-S1 and HRM2602-2018-S2 myUnisa module sites, as well as your e-tutor group site.

Note: This is an online module and therefore it is available on myUnisa. However, in order to support you in your learning process, you will also receive some study material in printed format.



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Please note / important notes:

This **tutorial letter** should be read in conjunction with the **Study @ Unisa** brochure and tutorial letter **HRMALL6/301/4/2018** and the **study guide for this module**.

It is strongly recommended that you register for and use **myUnisa** (see the *Study @ Unisa* brochure for details) as this 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 time tables and results, joining online discussion forums and many more.



Dear Student

1 GETTING STARTED

Welcome to the Human Resource Maintenance and Retention module.

This tutorial letter refers to the module HRM2602 and it contains module-specific information related to the tutorial matter for the module, the purpose and outcomes of the module, relevant contact details, module-related 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. Because this module is offered online, it is important that you read this tutorial letter thoroughly, keep it in a safe place and then log onto the myUnisa site for this module. Over and above the inventory letter and other items, you should also have access via myUnisa to the brochure *Study @ Unisa* which contains important information. This brochure is also available on myUnisa. The Department of Despatch should supply you with the following **tutorial matter** for this module:

- one general tutorial letter from our Department: HRMALL6/301/4/2018
- Tutorial Letter HRM2602/101/3/2018 (this tutorial letter)
- study guide HRM2602/SG001/4

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

2 OVERVIEW OF HRM2602

2.1 Purpose

This module will familiarise you (usually managers and potential managers who will all come into contact with HRM issues) with the basic principles of HRM and show you how to manage human resources constructively and strategically in today's business environment in order to realise the company's goals.

2.2 Outcomes

After completing this module you should be able to:

- effectively assess and develop qualified employees and be able to manage their careers (topic 1)
- develop and implement compensation and benefits and also promote health and safety in the workplace in order to retain qualified employees (topic 2)
- discuss the role of positive and equitable labour relations in ensuring long-term organisational success (topic 3)
- effectively manage diversity as well as explain the latest trends and developments in HRM (topic 4)

3 THE HRM2602 MODULE IS OFFERED ONLINE. WHAT DOES IT MEAN?

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

3.1 myUnisa and myLife e-mail



You must get connected to myUnisa. This online module uses the myUnisa online system extensively and you can access it via the internet at <https://my.unisa.ac.za>. When you connect for the first time, you create a password that you should keep in a safe place. You will also get a myLife e-mail address. This is the e-mail address that Unisa will use to communicate with you.

You have to ensure that you have **regular access to myUnisa and that you read your myLife e-mails on a regular basis**. Plan properly to ensure that you submit assignments via myUnisa on time and that you work at a fast enough pace so that you can work through all the required study material. In the *Study @ Unisa* brochure you will find details on myUnisa. Or you can go to <https://my.unisa.ac.za> – make sure you have a login and password. **Keep this in a safe place for later use.**

3.2 Study material

Because this module is online, it means that for HRM2602 you will have to participate online, but we will provide you with printed copies of study material. You will receive a printed study guide and you will have to purchase the prescribed book or get access to the recommended book and/or e-reserves. The study guide will consist of workbooks. Use this together with your prescribed book, which you have to purchase, or the other resources referred to in this tutorial letter.

3.3 Assessment

You have compulsory assignments to submit on/before the due date. The **examination** will be a venue-based examination. Find the exam timetables on myUnisa. You'll be admitted to write the examination only if you have submitted an assignment on/before the due date and it reached us on/before this date. Refer to section 10 in this tutorial for more information.

3.3.1 Submission of assignments



Assignments 01 and 02 are different for the two semesters. Different unique numbers are therefore allocated to the different assignments for the first and second semesters. **Please make sure you indicate the correct unique number on your assignment.**

You may submit written assignments and assignments completed on mark-reading sheets either by post or electronically via myUnisa. **Assignments may not be submitted by fax or e-mail.** For information on assignments, please refer to the brochure *Study @ Unisa*, which you received with your study material package.

Please note: You are encouraged to submit the first and second assignments on myUnisa. Please submit the **second** assignment in PDF format. Information on how to convert a word document to PDF format can be found on myUnisa.

To submit an assignment via myUnisa:

- Go to myUnisa.
- Log in with your student number and password.
- Select the module.
- Click on Assignments in the menu of the left-hand side of the screen.
- Click on the assignment number you wish to submit.
- Follow the instructions.

3.4 Feedback on assignments

Guidelines on answering the assignments for the semester that you are registered for will be provided on the HRM2602 myUnisa module site as mentioned above. You will also receive a printed tutorial letter by mail.

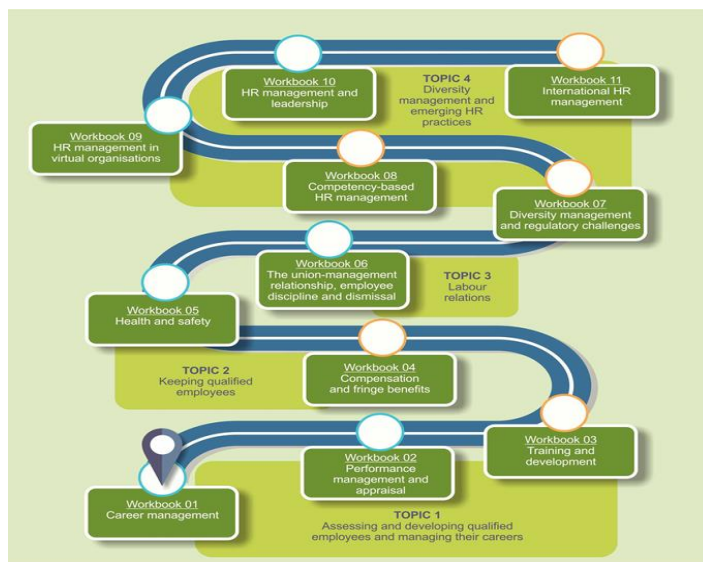
3.5 Prescribed books, recommended books and e-reserves

Although this is an on-line module, you may also need to use a **prescribed/recommended book and/or e-reserves**. This book is not available on the HRM2602 myUnisa module site. In other words, you need to purchase the book as soon as possible. The details appear on the site and in this tutorial letter (section 7). Remember that you can find details of official Unisa booksellers in the *Study @ Unisa* brochure.

4 WHERE SHOULD YOU START AND HOW SHOULD YOU APPROACH HRM2602?

You can find almost all of the information that you'll need for this module on the HRM2602 myUnisa module site. This tutorial letter is merely to guide you on where to start and what to do. As mentioned above, it's really important for you to connect to myUnisa and to use the site and the internet regularly. This might be the first time that you are enrolled for an online module. But 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 you started and to assist you with HRM2602, we've included a step-by-step process below:



5 MYUNISA AND MYLIFE E-MAIL

If you have access to a computer that is linked to the internet, you can quickly access resources and information at the University. The myUnisa learning management system is the University's online campus that will help you to communicate with your lecturers, with other students and with the administrative departments at Unisa – all through the computer and the internet.

You can start at the main Unisa website at <http://www.unisa.ac.za> and then click on the

myUnisa orange block. This will take you to the myUnisa website. To go to the myUnisa website directly, go to <https://my.unisa.ac.za>. Click on the **Claim UNISA Login** on the right-hand side of the screen on the myUnisa website. You will then be prompted to give your student number in order to claim your initial myUnisa details as well as your myLife e-mail login details.

Remember that there are a variety of tools available on the main myUnisa site that you can access even before you log on to the site. For the HRM2602 myUnisa module site we have also included in the preface to the study guide a URL (or link to a website) about “netiquette” and mutual expectations.

Check your myLife e-mails regularly because all announcements and other module-related communication will be sent to this address.

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

6 CONTACTING YOUR LECTURER AND UNISA

6.1 Contacting the lecturer

LECTURER AVAILABILITY

Lecturer will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit me personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change from time to time in order to accommodate my work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting lecturer office for academic enquiries/engagements.

I'm your lecturer for this module and these are my details:

Ms MD KAU	
Office number:	Unisa, Muckleneuk campus, AJH van der Walt Building, Room 3-68
Postal address:	The Lecturer Human Resource Maintenance and Retention (HRM2602) Department of Human Resource Management PO Box 392 Unisa 0003

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'll find this option on the left-hand side once you have logged on to the HRM2602 myUnisa module. **Please do not send the same message to both the helpdesk and via the Course Contact option on the myUnisa module site. This may cause delays as we have to respond to duplicate enquiries.**

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.

To avoid disappointment, make an appointment beforehand if you wish to see me personally.

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

6.2 Contacting the Department of HRM

You can contact your 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 module 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 to both the helpdesk and via 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 *Study @ Unisa* or Tutorial Letter HRMALL6/301/4/2018 about this. **Note the format required for e-mail/SMS correspondence. Always have your student number at hand when phoning the university.**

6.4 Contacting your fellow HRM2602 students

On myUnisa we have a discussion forum tool where you can have discussions with your fellow students and/or exchange numbers to form Whatsapp groups.

7 MODULE-RELATED RESOURCES

7.1 Prescribed book

There is one HRM2602 prescribed book for this module that you need to use, namely

Wärnich, S, Carrell, MR, Elbert NF & Robert, D. *Human Resource Management in South Africa*. 5th edition. Hatfield.(ISBN: 978-1-4080-7422-0)

DON'T use previous editions of this book – make sure you purchase the fifth 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 relevant module code. Once you click on **Display**, you will find the prescribed book for the particular module as well as the booksellers. Information on the booksellers is also available in *Study @ Unisa*. 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 obtaining the prescribed book from these booksellers, please contact the Unisa Prescribed Book Section as soon as possible at telephone number 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.

7.4 Other resources (print support material)

Because we want you to be successful in this online module, we also provide you with some of the study material in printed format. This will allow you to read the study material even if you are not online.

The printed study material will be sent to you at the beginning of the semester, but you do not have to wait for it before you start studying – you can go online as soon as you have registered and find all your study material there. The material we will send you is an **offline** copy of the formal content for the online module. Having an offline copy will enable you to study for this module without having to use the internet

or to go to an internet café. It will save you time and money, and you will be able to read and re-read the material and start doing the activities.

It is very important that you log in to myUnisa regularly. We recommend that you log in at least once a week or every 10 days to do the following:

- **Check for new announcements.** You can also set your myLife e-mail account to receive the announcement e-mails on your cellphone.
- **Do the Discussion Forum activities.** When you do the activities for each unit, we want you to share your answers with the other people in your group. You can read the instructions and even prepare your answers offline, but you will need to go online to post your messages.
- **Do other online activities.** For some of the unit activities you will need to post something on the **Blog**, take a quiz or complete a survey under the **Self-Assessment** tool. Do not skip these activities because they will help you complete the assignments and the activities for the module.

We hope that by giving you extra ways to study the material and practise all of the activities, this system will help you succeed in the online module. To get the most out of the online course you **MUST** go online regularly to complete the activities and assignments on time.

Remember, the printed support material is back-up material for everything that is found online on myUnisa. It does not contain any extra information. **In other words, do NOT wait for the printed support material to arrive before you start studying.**

7.5 Library services and resource information

For brief information, go to www.unisa.ac.za/brochures/studies

For detailed information, go to <http://www.unisa.ac.za/library>.

For research support and services of personal librarians, click on "Research support".

The Library has compiled numerous library guides:

- finding recommended reading in the print collection and e-reserves – <http://libguides.unisa.ac.za/request/undergrad>
- requesting material – <http://libguides.unisa.ac.za/request/request>
- postgraduate information services – <http://libguides.unisa.ac.za/request/postgrad>
- finding, obtaining and using library resources and tools to assist in research – http://libguides.unisa.ac.za/Research_Skills
- contacting the Library/finding us on social media/frequently asked questions – <http://libguides.unisa.ac.za/ask>

8 WHAT STUDENT SUPPORT SERVICES ARE AVAILABLE FOR THIS MODULE?

8.1 Student support systems and services at Unisa

Various student support systems and services are available at Unisa (eg student counselling, tutorial classes, language support). Please consult the brochure *Study @ Unisa*. Information on the use of myUnisa and tutor support is also provided in Tutorial Letter HRMALL6/301/4/2018.

8.2 myUnisa

On the **HRM2602 module site** on myUnisa, you will find many tools which include, among others, a link to contact your lecturer and a discussion forum to discuss important topics with your fellow students. A copy of the welcome page can be found in Appendix E of this tutorial letter.

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 the site and click on the module site on the FAQ tool (it appears on the left-hand side on the screen).

8.4 E-tutors

Please be informed that, with effect from 2013, Unisa offers online tutorials (e-tutoring) to students registered for modules at NQF level 5, 6 and 7 which means qualifying first-year, second-year and third-year modules.

Once you have been registered for HRM2602, you will be allocated to a group of students with whom you will be interacting during the tuition period as well as an e-tutor who will be your tutorial facilitator. Thereafter, you will receive an SMS informing you about your group, the name of your e-tutor and instructions on how to log on to myUnisa in order to receive further information on the e-tutoring process.

Online tutorials are conducted by qualified e-tutors who are appointed by Unisa and are offered free of charge. All you need to be able to participate in e-tutoring is a computer with internet connection. If you live close to a Unisa regional centre or a telecentre contracted with Unisa, please feel free to visit any of these to access the internet. E-Tutoring takes place on myUnisa where you are expected to connect with other students in your allocated group. It is the role of the e-tutor to guide you through your study material during this interaction process. For you to get the most out of online tutoring, you need to participate in the online discussions that the e-tutor will be facilitating.

9 HOW DO YOU KNOW WHEN WHAT IS DUE FOR HRM2602?

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. The study plan appears in Appendix C. Assignment due dates are available on the schedule and are also included in this Tutorial Letter 101.

You can change the schedule that we've provided 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 brochure *Study @ Unisa* for guidance in terms of general time management and planning skills, a paper-based planner has also been included at the back of the *Study @ 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 doesn't require students to write tests to gain admission to the examination. Assignments are used for this purpose.

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

Two assignments are set for this module. **Both Assignments 01 and 02 are compulsory.** You must submit them to the university for assessment on/before the due date. They will contribute towards your final mark for this module. You may complete them after you have studied the relevant sections of the prescribed material. **You have to submit an assignment on/before the due date to gain admission**

to the examination. Assignment 01 consists of 20 multiple-choice questions, whereas Assignment 02 contains essay type questions. **Find the assignments in Appendix A (semester 1) or Appendix B (semester 2) of this tutorial letter.**

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 HRMALL6/301/4/2018. Pay special attention to the key concepts for assignments and examinations as well as the guidelines for answering case studies to ensure that you understand how to avoid plagiarism. Ensure that you meet the administrative requirements in this appendix when submitting assignments. Completing assignments provides an excellent opportunity to ensure that the work you do during the year contributes towards your final assessment mark. We, therefore, advise 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 How are your year mark and final assessment mark calculated?

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

You earn a **year mark** by submitting Assignments 01 and 02 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 and the examination mark will contribute 80%. **Note that the submission of an assignment on/before the due date is required for admission to the examination.** The marks obtained for both compulsory assignments contribute towards your final mark. Therefore, although you will be admitted to the examination even if you don't submit Assignment 02, you will forfeit 10% of your final mark. You'll have to obtain a minimum of 50% as a final mark (this means the year mark and the examination mark combined) to pass the module.

Please take note of the subminimum rule at Unisa that applies to the final assessment mark (year mark combined with your examination mark).

Subminimum rule:

Note the following in the Unisa assessment policy. Irrespective of the year mark obtained, a subminimum of 40% must be obtained 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 only will be the final mark.

You will, therefore, fail a module if your examination mark is less than 40%.

If you write a supplementary or an aegrotat examination, your year mark will be taken into account. Students who write a supplementary or aegrotat examination do not submit assignments during the semester that they will be writing the supplementary or aegrotat examination. See Tutorial Letter HRMALL6/301/4/2018 for more information on the calculation of your final assessment mark.

10.1.3 Where do you find your assignments?

The assignments can be found in Appendix A and B of this tutorial letter. Ensure that you complete the correct assignments for the correct semester. **Both assignments are compulsory.**

10.1.4 Format of the assignments

Assignment 01

Assignment 01 comprises of multiple-choice questions. The assignment can be found in Appendix A for the first semester and in Appendix B for the second semester. Ensure that you use the correct unique number when submitting assignments. In Assignment 01, you are required to select the most appropriate option from options 1 to 4. Choose the option which you think is the correct (most appropriate) one. In

other words, if you think that option 4 in question 1 is correct, then you select option 4 next to the appropriate question number (in this case it is question 1). If you need assistance with answering multiple-choice questions, refer to the *Study @ Unisa* brochure.

Assignment 02

Assignment 02 is a short-question and long-question assignment. The assignment can be found in Appendix A for the first semester assignment and in Appendix B for the second semester together with 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 either by post or myunisa site. **Make sure that you save your essay-type assignment as a PDF FILE when submitting via myunisa. This is the only version that can be marked through our onscreen marking software.**

Guidelines on answering essay type or case study assignment questions are provided in tutorial letter HRMALL6/301/4/2018.

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 on in Tutorial letter 201 (Assignment 01) and 202 (Assignment 02), these tutorial letters will also be available under **Official Study Material** on myUnisa or, in some cases, in an additional folder that you will find under **Additional Resources** on the HRM2602 myUnisa site. Study these guidelines in preparation for the examination together with the other study material for this module.

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

	Semester 1	Unique number	Semester 2	Unique number
Assignment 01	2 March 2018	677066	3 August 2018	837338
Assignment 02	9 April 2018	733233	10 September 2018	587196
Assignment 03	Self-assessment assignment. Do not submit it to the university.			

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

10.1.6 How and when should you submit your assignments?

Submit all your assignments online via myUnisa if at all possible.

To submit 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 further 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.

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 to submit your assignments** on myUnisa because the system might be extremely 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 in Appendices C and D.

10.1.7 Who should you 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 *Study @ Unisa* for details). **Assignment information can also be obtained by accessing myUnisa.**

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

10.1.8 How do you obtain an extension for an assignment?

We cannot grant any extensions. Please plan ahead.

10.2 Examination (summative assessment)

The examination is your opportunity 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 that you have submitted at least one assignment on or before the due date of the assignment. Students who don't submit assignments will **NOT** be granted admission to the examination. **No extension** for the submission of the assignment will be granted (see section 10.1.8 in this document).

10.2.2 Format of the examination paper

The format of the venue-based examination will be as follows:

The paper will consist of Section A and Section B. Section A comprises 30 multiple-choice questions (MCQs). Section B consists of three essay type questions (long and short questions) counting 20 marks each and you will have to answer any two of the three questions.

Previous examination papers are available under the Official Study Material tool on myUnisa.

10.2.3 Guidelines on preparing for the examination

What should you study for the examination?

All the workbooks in the study guide and the relevant chapters in the prescribed book must be studied for the examination.

Please refer to the brochure *Study @ Unisa* and Tutorial Letter HRMALL6/301/4/2018 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 title of this publication is *HR Voice*. We have created a subfolder “SABPP” on the myUnisa modules site for HRM2602 where you will be able to read the latest edition of this publication. New editions will be added to this folder. We also upload the fact sheets that we receive from the SABPP in these folders.

The SABPP accredited Unisa’s HRM qualifications and you can read more about the SABPP in tutorial letter HRMALL6/301/4/2018. Visit their website on www.sabpp.co.za to learn more about possible registration with the SABPP.

12 FREQUENTLY ASKED QUESTIONS (FAQs)

A number of frequently asked questions and answers appear in Appendix C of Tutorial Letter HRMALL6/301/4/2018. These questions are relevant to all the modules offered by the Department of Human Resource Management. You’ll also find FAQs on the HRM2602 myUnisa module site. Find them on the left-hand side of the screen.

Before contacting Unisa, read through these FAQs as you may find the answer to your question there. Also remember to look at the FAQs regularly as we will add more questions as the semester progresses – they may even be questions that you have asked. This tool is therefore very useful. Also consult *Study @ Unisa* before you contact the university as most of your questions will be answered in this brochure.

13 CONCLUSION

I hope that you will enjoy your studies and I look forward to being your partner in this exciting endeavour!

Ms MD Kau
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
UNISA

APPENDIX A – ASSIGNMENTS FOR SEMESTER 1 (2018)

As indicated in Tutorial Letter 101, you have to submit an assignment on/before the due date to be admitted to the examination. Although there will be no multiple-choice questions in the examination, Assignment 01 consists of 20 multiple-choice questions. You should also submit Assignment 02 (a written assignment) on/before the due date indicated in Tutorial Letter 101.

Refer to the HRMALL6/301/4/2018 tutorial letter for more information on multiple-choice questions, written questions and how to approach case studies.

Remember to include the correct unique number when submitting your assignments. Assignment 01 can be submitted via myUnisa using your PC, laptop, tablet or even smart phone. Assignment 02 should be submitted via myUnisa and the file should be in PDF format. Please make sure you provide the correct unique number when submitting assignments and that you submit your assignments on/before the due dates. Take into account slow systems and routine maintenance. We advise that you submit your assignments a few days before the due date as the system might be very busy on the due date of your assignment.

You may submit assignments for this module via myUnisa. See the *Study @ Unisa* brochure for details.

To submit assignments via myUnisa:

- Go to myUnisa (<https://my.unisa.ac.za>).
- Log in with your student number and password.
- Select the module from the orange bar.
- Click on assignments in the left menu.
- Click on the assignment number you want to submit.
- Follow the instructions.

ASSIGNMENT 01 (SEMESTER 1)

Assignment 01 (semester 1)	
Study workbook 1-5 and the relevant chapters in the prescribed book.	
Due date	Unique number
2 March 2018	677066

Read the following scenario and answer question 1, 2 and 3

Linda is a hard-working employee and she has been employed with Brains Trade for nearly ten years. She has moved up the corporate ladder and now holds a managerial position where she is responsible for retail outlets in three provinces in South Africa. Linda attends monthly strategic planning meetings at the head office in Pretoria. She has built up her region over a period of five years and its turnover increased from R1,8 million to over R11,6 million. Her manager, Mavis, has recently noticed that Linda does not seem happy any more. She calls Linda to her office and Linda tells her that she feels depressed. Although she really works hard every day, it feels that nothing she does is worthwhile. She also suffers from a lung infection and headaches. Mavis has noticed that lately she drinks a lot of coffee and takes regular smoke breaks. As Linda's manager, Mavis suggests that Linda takes two weeks' leave. But Linda believes that leave will not improve the situation. She says: "Nothing will help; my only option is to resign because I cannot carry on like this. I am picking up weight and I do not have time to exercise because I am too exhausted."

Question 1

What is probably the cause of the symptoms that Linda is experiencing?

1. demotivation
2. employee burnout
3. eustress
4. job stress

Question 2

Which of the following may be the cause of Linda's condition?

1. unclear job expectations
2. a work environment that is not structured
3. job expectations that are extremely demanding
4. work overload

Question 3

Employer healthcare programmes are designed to help employees to overcome personal crises. Which of the following programmes would help Linda to overcome the problems she is experiencing?

1. wellness and affirmative action
2. wellness programmes and addiction in the workplace
3. employee assistance and wellness programmes
4. substance abuse and smoking in the workplace

Question 4

In the delivery of training and development programmes, it is important to become familiar with the basic principles of adult learning. Which of the following are specific principles of adult learning?

- a. motivation
- b. feedback
- c. application
- d. participation
- e. repetition

Choose the option from the list below that reflects all the principles:

1. a, c, d, e
2. a, b, d, e
3. b, c, d, e,
4. All of the above

Question 5

An organisational department needs to teach one new clerical employee how to run various computerised machines. Which of the following would be the most appropriate training and development technique?

1. lecture
2. job rotation
3. simulation
4. role-playing

Question 6

Your organisation has approved the position for a T&D professional. As the HR manager, which of the following skills would you consider when hiring a T&D professional?

1. power, relationship, technical and entrepreneurial skills
2. power, relationship, strategic and entrepreneurial skills
3. power, relationship, conceptual and entrepreneurial skills
4. power, relationship, managerial and entrepreneurial skills

Questions 7 to 9 are based on the following scenario:

Mila is the HR manager of a large mining company. During a management meeting, the director expresses concern about the grievances lodged by employees concerning the performance appraisal (PA) system. More specifically, employees feel that the performance appraisal process is biased. There is a loss of employee morale and the interview process is one-sided as the supervisors always tell them to improve their performance. Mila has been given three months to review the performance appraisal system.

Question 7

In which order should Mila and her team perform the following steps in reviewing the performance appraisal system of the organisation?

- a. train supervisors
- b. discuss appraisal with employees
- c. determine performance requirements
- d. choose an appropriate appraisal method
- e. discuss method with employees
- f. appraise according to job standards

Choose the correct option indicating the correct order of steps of the performance appraisal system:

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

Question 8

Performance appraisal systems are designed to do more than fulfil some evaluative and developmental objectives. Which one of the following is NOT an aim in the design of a PA system?

1. to determine merit pay increases and bonuses
2. to simplify the development of the system
3. to comply with employment equity legislation
4. to make administration easy

Question 9

Mila is preparing a PowerPoint presentation to train supervisors on the performance appraisal interview format. She is discussing the five steps of the interview format. After presenting the slide “indicate the areas of good performance and areas for improvement”, the next slide should be _____.

1. communicate evaluation and persuade employee to improve performance
2. communicate future performance goals
3. make decisions concerning promotion
4. invite participation

Question 10

In the _____ career stage, individuals devote more time to leisure and family. Frustration, stress and boredom may also characterise this stage.

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

Questions 11 and 12 are based on the following scenario

Portia has been working at a private hospital as a professional nurse for 20 years. She tells you that there are very limited opportunities for promotion. Portia feels frustrated, irritable and often comes to work late. She also blames herself for not having taken the opportunity offered by management for further studies.

Question 11

Portia is experiencing problems of _____

1. career demotion
2. career dynamism
3. career ladder
4. career plateau

Question 12

Which of the following should Portia do **first** before making an appointment with the career counsellor?

1. develop a strategy to achieve career goals
2. assess her interests, aims, skills and abilities
3. collect information about existing and future opportunities in the organisation

4. attend a career planning course

Question 13

Which programme is designed to assist employees with their overall health with the aim of preventing health issues in future.

1. safety
2. employee assistance
3. wellness
4. diversity

Question 14

Which compensation technique collapses many salary grades into a few wide bands in order to improve organisational effectiveness.

1. skill-based pay
2. broad-banding
3. green circle
4. job enlargement

Question 15

When conducting performance appraisals, _____ objectives are used to assess the effectiveness of recruitment, selection and placement systems and _____ objectives encompass providing feedback and motivation for future performance.

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

Question 16

Which one of the following performance appraisal methods is used by appraisers to describe employees' performance-specifying examples of strengths and weaknesses?

1. critical incidents
2. annual review file
3. management by objectives
4. essay method

Question 17

Joan is the HR officer at Creative Designers and she is busy with the organisation's yearly performance appraisals. She is not an objective rater because she lets factors that are not related to employees' job performance such as sexual orientation, religion and family responsibilities, influence her ratings. For example, she rated a single mother very low, because she had to briefly leave work to pick up her son from crèche who was not feeling well. Which rater error is Joan guilty of?

1. primacy effect
2. strictness
3. rater bias
4. central tendency

Question 18

_____ is a long-term process spanning an employee's entire working career with adjustments in career paths and enables career progression.

1. Career development
2. Traditional career
3. Career ladder
4. Boundaryless career

Question 19

As the HR practitioner, you are tasked with reviewing the employee benefits policy of your organisation due to financial constraints and a limited budget . Which of the following benefit administration options should you consider?

- a. Providing flexible benefits
- b. Reducing unemployment insurance contributions
- c. Offering medical aid packages within certain limits
- d. Providing funding for studies only if students pass

Choose the correct option:

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

Question 20

Management is concerned about the high turnover of bank clerk recruits. Mr Wise, the HR manager, is asked to investigate the reasons for so many resignations. Which technique should Mr Wise make use of to determine why so many bank clerk recruits resign?

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

The total for this assignment is 20 marks

Feedback on this assignment will be provided in Tutorial Letter 201 that will be posted to all students a few weeks after the due date of this assignment. This tutorial letter will also be available on myUnisa under Official Study Material.

ASSIGNMENT 02 (SEMESTER 1)

Assignment 02 (semester 1)	
Study chapters 3, 11, 12 and 16 together with the corresponding workbooks (the study guide)	
Due date	Unique number
9 April 2018	73323

Remember, you have to submit any of the assignments on or before the due date to be admitted to the examination. You only submit this assignment if you are registered for the first semester in 2018. Submit the assignment via myUnisa in PDF format. Remember to consult Tutorial Letter HRMALL6/301/4/2018 for guidelines on written assignments and the lecturer's expectations.

LEARNING OUTCOMES

On completion of this assignment, you should be able to

- discuss the two types of sexual harassment and how employers should respond to complaints
- distinguish between stereotypes, prejudices and assimilation
- advise organisations on how to provide diversity awareness training
- discuss the different types of flexible plans
- discuss the purpose of the Occupational Health and Safety Act (OHSA) and its major provisions
- list the barriers to HR transformation

Question 1

Read the following case study and answer the questions that follow

Dilemma at BathoPele Bank

Mphaga is a secretary at BathoPele Bank. She works for the branch manager at the Mamelodi branch in Tshwane. Her performance has always been up to standard. She meets her deadlines and she has even won the staff member of the year award for her branch for two consecutive years. During her recent midyear performance appraisal, the branch manager gave her an average rating which she considers not to be a true reflection of her performance over the past six months. Mphaga leaves the branch manager's office and phones her colleague Hunadi at the Soshanguve branch. The following conversation takes place:

Mphaga: Hi Hunadi. I am sorry to bother you, but I am extremely upset. Can I talk to you for a minute?

Hunadi: Hallo Mphaga, I am sorry to hear that you are upset. What happened?

Mphaga: I have just had my midyear performance review with Steve and he really tried to penalise me. He gave me a poor rating!

Hunadi: But that is impossible. Your work is always on time and everybody praises you for your quality of service and the excellent reports that you deliver. This does not sound right.

Mphaga: I know; I am really upset. I am sure this happened because I refused to give him a hug the other day. Maybe I should have, then I would not have received such a poor rating.

Hunadi: Mphaga, you know that is not acceptable. You are his secretary and he is supposed to rate your performance honestly without expecting all kinds of favours from you. When did this happen and what exactly did he do and say?

Mphaga: I was busy making photocopies for the weekly team meeting when he came up to me and stood very close to me. He then said that he was feeling down and that the only thing that will cheer him up will be a hug from me. His exact words were: "If you play along, sweetheart, it might just be worthwhile for you. Is your performance appraisal not scheduled for next week? I do so much for you I am sure this is not too much to ask?"

Hunadi: My goodness, how did you react to this?

Mphaga: Well, I walked away and told him that I am his secretary and nothing more, and that his behaviour is not acceptable.

Hunadi: Did Steve say or do anything?

Mphaga: No, he just walked away and he has been kind of ignoring me ever since. He is not as friendly as usual and expects me to finalise reports in an impossibly short time frame.

Hunadi: Have you spoken to him about this?

Mphaga: No, I cannot. I think I should rather look for a secretarial position at another branch. I cannot work under such circumstances but I do not want to lose my benefits. I enjoy working for BathoPele Bank.

Hunadi: Just make sure that you work for a woman in future, I think they are much easier to work for.

Mphaga: Listen, I have to go now. Steve is on his way to my desk. Thanks for listening.

Hunadi: It is a pleasure, my friend. Good luck! Don't let a man upset you.

As Steve approaches her desk, Mphaga realizes that he definitely overheard part of their conversation if not all of it. Steve is furious, he asks Mphaga what the progress is with the reports that are due early the next morning. Mphaga indicates to him that she is still busy with it and that it will be finished on time. He walks away and mumbles: "Women! They are nothing but trouble and blonde ones have no brains anyway".

Questions

- 1 Do you think Steve's behaviour is acceptable? Substantiate your answer. (2)
- 2 What is Steve guilty of from Mphaga's perspective? Provide a short description of this phenomenon according to the Code of Good Practice and use the information in the case study to support your answer. (8)
- 3 Discuss what stereotyping is and give two statements that Hunadi made that are examples of stereotyping. (7)

- 4 The managers of BathoPele Bank need diversity education and awareness training to motivate their employees to recognise the worth and dignity of everyone in the bank and to treat each colleague with respect. Discuss the exercises that may be used in diversity training. (10)

Total [27]

Question 2

Maria is a farm worker on a citrus farm in Limpopo. She is on a flexible benefit plan which provides her with core (minimum) coverage in several areas such as housing and transport and allows her to choose either additional benefits or cash up to a maximum total cost to her employer.

Identify and discuss the type of flexible benefit plan that is applicable in Maria's case. Justify your answer from the scenario and name the other types of flexible benefit plans that organisations can consider. (10)

Question 3

Mantsho feels depressed. She works hard but it feels that nothing she does is worthwhile. Mantsho states that she will never be able to achieve her new target of a R6,3 million turnover. Besides showing signs of stress, she suffers from burnout. People who suffer from burnout feel that they cannot and will not continue to do their jobs.

What can Mantsho's employers do about her problem? (9)

Question 4

PJ Construction has recently appointed Mrs Mona as the HR director. Owing to the growth of the organisation, several 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 been requested by management to revise the compensation design and to implement a competency-based compensation system.

Identify eight barriers that 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)

The total for Assignment 02 is 50 marks

Feedback on this assignment will be provided in Tutorial Letter 202 that will be posted to all students a few weeks after the due date of this assignment. This tutorial letter will also be available on myUnisa under Official Study Material.

ASSESSMENT CRITERIA

Look closely at the assessment criteria in the following table. They will give you an idea of what is expected of you in each of the assignment categories.

Question 1		
1. Do you think Steve's behaviour is acceptable? Substantiate your answer. (2)		
Poor performance (0)	Average performance (1)	Excellent performance (2)
<ul style="list-style-type: none"> Inability to determine whether Steve's behaviour is acceptable or not and inability to justify your answer. 	<ul style="list-style-type: none"> Limited ability to determine whether Steve's behaviour is acceptable or not and limited ability to justify your answer. 	<ul style="list-style-type: none"> Fully able to identify whether Steve's behaviour is acceptable or not and fully able to justify your answer.
2. What is Steve guilty of from Mphaga's perspective? Provide a short description of this phenomenon according to the Code of Good Practice and use the information in the case study to support your answer. (8)		
Poor performance (0-3)	Average performance (4-6)	Excellent performance (7-8)
<ul style="list-style-type: none"> Inability to identify what Steve is guilty of and inability to provide a short description according to the Code of Good Practice and to use information from the case study to support your answer. 	<ul style="list-style-type: none"> Limited ability to identify what Steve is guilty of, and limited ability to provide a short description according to the Code of Good Practice and to use information from the case study to support your answer. 	<ul style="list-style-type: none"> Fully able to identify what Steve is guilty of and fully able to provide a short description according to the Code of Good Practice and to use information from the case study to support your answer.
3. Discuss what stereotyping is and give two statements that Hunadi made that are examples of stereotyping. (7)		
Poor performance (0-3)	Average performance (4-5)	Excellent performance (6-7)
<ul style="list-style-type: none"> Inability to discuss what stereotyping is and to identify the two statements that Hunadi made that are examples of stereotyping 	<ul style="list-style-type: none"> Limited ability to discuss what stereotyping is and to identify the two statements that Hunadi made that are examples of stereotyping 	<ul style="list-style-type: none"> Fully able to discuss what stereotyping is and to identify the two statements that Hunadi made that are examples of stereotyping
4. The managers of BathoPele Bank need diversity education and awareness training to motivate their employees to recognise the worth and dignity of everyone in the bank and to treat them with respect. Discuss the exercises that may be used in diversity training. (10)		
Poor performance (0-4)	Average performance (5-6)	Excellent performance (7-10)
<ul style="list-style-type: none"> Inability to discuss the exercise that may be used in diversity training 	<ul style="list-style-type: none"> Limited ability to discuss the exercise that may be used in diversity training 	<ul style="list-style-type: none"> Fully able to discuss the exercise that may be used in diversity training

Question 2

Maria is a farm worker on a citrus farm in Limpopo. She is on a flexible benefit plan which provides her with core (minimum) coverage in several areas such as housing and transport, and allows her to choose either additional benefits or cash up to a maximum total cost to her employer or the farm owner.

Identify and discuss the type of flexible benefit plan that is applicable in Maria's case. Justify your answer from the scenario and give the other types of flexible benefit plans that organisations can consider. (5)

Poor performance (0–2)	Average performance (3)	Excellent performance (4–5)
<ul style="list-style-type: none">Inability to identify and discuss the type of flexibility benefit plan that is applicable in Maria's case and to justify your answer from the scenario. Inability to identify and discuss the other types of flexible benefits plans that organisations can consider.	<ul style="list-style-type: none">Limited ability to identify and discuss the type of flexibility benefit plan that is applicable in Maria's case and to justify your answer from the scenario. Limited ability to identify and discuss the other types of flexible benefits plans that organisations can consider.	<ul style="list-style-type: none">Fully able to identify and discuss the type of flexibility benefit plan that is applicable in Maria's case and to justify your answer from the scenario Fully able to identify and discuss the other types of flexible benefits plans that organisations can consider.

Question 3

Mantsho feels depressed. She works hard but it feels that nothing she does is worthwhile. Mantsho states that she will never be able to achieve her new target of a R6,3 million turnover. Besides showing signs of stress, she suffers from burnout. People who suffer from burnout feel that they cannot and will not continue to do their jobs.

What can Mantsho's employers do about her problem? (9)

Poor performance (0–4)	Average performance (5-7)	Excellent performance (8-9)
<ul style="list-style-type: none">Inability to discuss what Mantsho's employers can do about her problem	<ul style="list-style-type: none">Limited ability to discuss what Mantsho's employers can do about her problem	<ul style="list-style-type: none">Fully able to discuss what Mantsho's employers can do about her problem

Question 4

PJ Construction has recently appointed Mrs Mona as the HR director. Owing to the growth of the organisation, several 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 been requested by management to revise the compensation design and to implement a competency-based compensation system.

Identify eight barriers that 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)

Poor performance (0–1)	Average performance (2-3)	Excellent performance (4)
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<ul style="list-style-type: none">• Inability to identify the eight barriers that Mrs Mona is likely to encounter in the organisation when the compensation system is transformed to a competency-based employee reward and recognition system	<ul style="list-style-type: none">• Limited ability to identify the eight barriers that Mrs Mona is likely to encounter in the organisation when the compensation system is transformed to a competency-based employee reward and recognition system	<ul style="list-style-type: none">• Fully able to identify the eight barriers that Mrs Mona is likely to encounter in the organisation when the compensation system is transformed to a competency-based employee reward and recognition system
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APPENDIX B – ASSIGNMENTS FOR SEMESTER 2 (2018)

As indicated in Tutorial Letter 101, you have to submit an assignment on/before the due date to be admitted to the examination. Although there will be no multiple-choice questions in the examination, Assignment 01 consists of 20 multiple-choice questions. You should also submit Assignment 02 (a written assignment) on/before the due date indicated in Tutorial Letter 101.

Refer to the HRMALL6/301/4/2018 tutorial letter for more information on multiple-choice questions, written questions and how to approach case studies.

Remember to include the correct unique number when submitting your assignments. Assignment 01 can be submitted via myUnisa using your PC, laptop, tablet or even smart phone. Assignment 02 should be submitted via myUnisa and the file should be in PDF format. Please make sure you provide the correct unique number when submitting assignments and that you submit your assignments on or before the due dates. Take into account slow systems and routine maintenance. We advise that you submit your assignments a few days before the due date as the system might be very busy on the due date of your assignment.

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To submit assignments via myUnisa:

- Go to myUnisa (<https://my.unisa.ac.za>).
- Log in with your student number and password.
- Select the module from the orange bar.
- Click on assignments in the left menu.
- Click on the assignment number you want to submit.
- Follow the instructions.

ASSIGNMENT 01 (SEMESTER 2)

Assignment 01 (semester 2)	
Study workbook 1-5 and all the relevant chapters in the prescribed book	
Due date	Unique number
3 August 2018	837338

Question 1

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 2

In a questionnaire designed to investigate the emotional well-being of employees, a respondent answered that he felt helpless, anxious, irritable and frustrated and had 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 3

Which one of the employee benefits below allows for the provisioning of a car, a parking lot and club membership?

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

Question 4

A large organisation with 4 000 employees country-wide needs training and development (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 instruction
2. vestibules
3. lectures
4. assessment centres

Question 5

Which one of the options below helps 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 6

Management is concerned about the high turnover of bank clerk recruits. Mr Sabeka, the HR manager, is asked to deal with these problems. Which one of the options below is 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 7

Which methods uses elements such as problem-solving, knowledge required, 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 8

Loreto is 30 years old and has been in her current position for the past six years. She is the single mother of one child in grade four. Loreto has recently graduated with an honours degree with distinction. Loreto thrives on a challenge, is always willing to be of assistance to newcomer employees, and is 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 9

_____ is a long-term process spanning an employee's entire working career with adjustments in career paths and which enables career progression.

1. career development
2. traditional career
3. career ladder
4. boundaryless career

Question 10

Which option below is particularly important for the career development of employees since it provides them with information that helps them to plan realistically and develop and implement their career goals?

1. job vacancies
2. recruitment
3. training and development experience
4. performance appraisal data

Question 11

_____ 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.

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

Question 12

Which of the following are the most significant 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 13

A supervisor says: "*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 14

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 15

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

- 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 16

Which one of the following performance appraisal methods is used by appraisers to describe employees' performance-specifying examples of strengths and weaknesses?

- 1. critical incidents
- 2. annual review file
- 3. management by objectives
- 4. essay method

Question 17

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 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 promised 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 particular piece of labour legislation is applicable in Thabelo's case?

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 to measure the performance of employees in the clerical and manufacturing sectors where jobs are production- or output-oriented?

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

Question 20

The job evaluation committee has analysed 400 jobs at a bank to determine their relative worth by using a job ranking method. Employees now threaten 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

The total for Assignment 02 is 20

Feedback on this assignment will be provided in Tutorial Letter 201 that will be posted to all students a few weeks after the due date of this assignment. This tutorial letter will also be available on myUnisa under Official Study Material.

ASSIGNMENT 02 (SEMESTER 2)

Assignment 02 (semester 1)	
Study chapters 8, 9, 15 and 16 together with the corresponding workbooks (the study guide)	
Due date	Unique number
10 September 2018	587196

Remember, you have to submit any of the assignments on or before the due date to be admitted to the examination. Submit this assignment only if you are registered for the second semester in 2018. Submit the assignment via myUnisa in PDF format. Remember to consult Tutorial Letter HRMALL6/301/4/2018 for guidelines on written assignments and the lecturer's expectations.

LEARNING OUTCOMES

On completion of this assignment, you should be able to

- distinguish between leadership and management
- identify the characteristics and responsibilities of a good leader
- discuss factors influencing staffing decisions
- discuss the process to be followed when an employee performs unsatisfactorily
- discuss the characteristics of virtual teams

Question 1

Read the following case study and answer the questions that follows:

MagicLand

Mrs Tshidi Mushwane was the founder and owner of Magic Land, a small company in Midrand, specialising in baby and kids furniture. The company's vision -is to become the leading baby and kids furniture company in South Africa. It had a clear structure, reporting channels and several layers in its hierarchy. All employees were grouped according to their activities. The company, therefore, consisted of various small teams.

Mrs Mushwana held a meeting every Monday morning with the supervisors of the different teams. During these meetings, she provided instructions that were to be followed for the week and shared her top priority of the week with the supervisors. In addition, she reminded them that they should keep on doing what they were doing – but just do it better – because the company was making a profit that should be maintained.

During May 2011, Mrs Mushwana was involved in a terrible car accident and she was declared medically incapable of returning to any form of work. She was forced to hand over her leadership position at Magic Land. After careful consideration, she decided that Mr James Kgosana would be the most suitable candidate because he had been working for Magic Land for the previous

eight years, knew the systems and would have been able to continue what she had built over the past number of years.

James took over the leadership role in July 2011 and, just as Mrs Mushwana hoped, kept the company on the same track and made the same furniture while maintaining profit levels. However, James soon realised that they were not fulfilling the vision of the company to become the leading furniture company in South Africa because they did the same thing and did not try to improve. In addition, he wanted the voices of the employees to be heard more often. He decided to change things around in the company. He called a meeting of all supervisors and employees and asked them what could be done to improve the success of the company. After gathering their input, he formed a strategic planning committee to conduct research into the store's external environment, opportunities and constraints.

One of the first things that James did, was to change the teams. He regrouped employees to have experts in various specialties (or functions) working together on various tasks. This resulted in groups becoming more empowered to make decisions without the approval of management. James also implemented an open-door policy, reduced the levels in the hierarchy and invited all employees to come and talk to him whenever they had suggestions or problems that they would like to discuss.

Based on suggestions made by employees as well as the report he received from the strategic planning committee, James proposed that the company not only manufacture furniture, but become a one-stop service for parents. He decided to expand the business and make linen and children's room decorations as well.

By the end of 2013, James was proud to announce that Magic Land had increased its profits by 213% and that he foresaw an even more growth in years to come. They had finally achieved their vision of becoming the leading baby and kids furniture company in South Africa. During their year-end function in 2014, James shared his vision with the rest of the company of becoming the leading baby and kids furniture company in the world.

- 1 Based on the information in the case study, was Mrs Mushwana a manager or a leader? Give reasons for your answer. (5)
- 2 Is James a manager or a leader? Give reasons for your answer. (5)
- 3 Different types of teams exist within organisations. Identify the different types of teams that Mrs Mushwana and James implemented while they were in charge of Magic Land. Justify your answer based on the case study. (6)
- 4 Discuss the responsibility of a good leader. (6)

Total [22]

Question 2

Tsheege is the HR manager of Carnetics, a large auto repair shop. Over the past few years, the organisation has experienced a negative trend in HR issues, such as a high labour turnover, high absenteeism, employee dissatisfaction and employment equity issues. After consultation with the HR director, Tsheege decided to implement an internal staffing programme to deal with these problems.

Discuss the factors influencing staffing decisions that Tsheege must take into account when implementing this programme. (8)

Question 3

Reuben was appointed as a chef at a large restaurant. He has been performing below standard by messing up orders, burning food and taking too long with the preparation of food. You are the owner of the restaurant and want to determine the reasons for Reuben's poor performance.

Discuss the steps of the process you would follow to uncover the true causes of Reuben's poor performance. (10)

Question 4

There are different factors that contribute to the difficulty of a virtual team working. Identify and discuss these factors. (10)

Total for assignment 2 is 50

Feedback on this assignment will be provided in Tutorial Letter 202/2 that will be posted to all students a few weeks after the due date of this assignment. This tutorial letter will also be available on myUnisa under Official Study Material.

ASSESSMENT CRITERIA

Look closely at the assessment criteria in the following table. They will give you an idea of what is expected of you in each of the assignment categories

<u>Question 1</u>		
1. Based on the information on the case study, was Mrs Mushwana a manager or a leader? Give reasons for your answer. (5)		
Poor performance (0–1)	Average performance (2–3)	Excellent performance (4–5)
<ul style="list-style-type: none"> Inability to identify Mrs Mushwana as a manager or a leader and to give reasons for your answer 	<ul style="list-style-type: none"> Limited ability to identify Mrs Mushwana as a manager or a leader and to give reasons for your answer 	<ul style="list-style-type: none"> Fully able to identify Mrs Mushwana as a manager or a leader and to give reasons for your answer
2. Is James a manager or a leader? Give reasons for your answer. (5)		
Poor performance (0–1)	Average performance (2–3)	Excellent performance (4–5)
<ul style="list-style-type: none"> Inability to determine if James is a manager or a leader and to give reasons for your answer. 	<ul style="list-style-type: none"> Limited ability to determine if James is a manager or a leader and to give reasons for your answer. 	<ul style="list-style-type: none"> Fully able to determine if James is a manager or a leader and to give reasons for your answer.
3. Different types of teams exist within organisations. Identify the different types of teams that Mrs Mushwana and James implemented while they were in charge of Magic Land. Justify your answer based on the case study. (6)		
Poor performance (0–2)	Average performance (3–4)	Excellent performance (5–6)

<ul style="list-style-type: none"> Inability to identify the types of teams that Mrs Mushwana and James implemented while they were in charge of Magic Land, and to justify your answer based on the case study 	<ul style="list-style-type: none"> Limited ability to identify the types of teams that Mrs Mushwana and James implemented while they were in charge of Magic Land, and to justify your answer based on the case study 	<ul style="list-style-type: none"> Fully able to identify the types of teams that Mrs Mushwana and James implemented while they were in charge of Magic Land, and to justify your answer based on the case study
4. Discuss the responsibility of a good leader (6)		
Poor performance (0–2)	Average performance (3–4)	Excellent performance (5–6)
<ul style="list-style-type: none"> Inability to discuss the responsibility of a good leader 	<ul style="list-style-type: none"> Limited ability to discuss the responsibility of a good leader 	<ul style="list-style-type: none"> Fully able to discuss the responsibility of a good leader
<p><u>Question 2</u></p> <p>Tsheege is the HR manager of Carnetics, a large auto repair shop. Over the past few years, the organisation has experienced a negative trend in HR issues, such as a high labour turnover, high absenteeism, employee dissatisfaction and employment equity issues. After consultation with the HR director, Tsheege decided to implement an internal staffing programme to deal with these problems.</p> <p>Discuss the factors influencing the staffing decisions that Tsheege must take into account when implementing this programme. (8)</p>		
Poor performance (0–3)	Average performance (4–6)	Excellent performance (7–8)
<ul style="list-style-type: none"> Inability to discuss the staffing decisions that Tsheege must take into account when implementing this programme 	<ul style="list-style-type: none"> Limited ability to discuss the staffing decisions that Tsheege must take into account when implementing this programme 	<ul style="list-style-type: none"> Fully able to discuss the staffing decisions that Tsheege must take into account when implementing this programme
<p><u>Question 3</u></p> <p>Reuben was appointed as a chef at a large restaurant. He has been performing below standard by messing up orders, burning food and taking too long with the preparation of food. You are the owner of the restaurant and want to determine the reasons for Reuben’s poor performance.</p> <p>Discuss the steps of the process you would follow to uncover the true causes of Reuben’s poor performance. (10)</p>		
Poor performance (0–3)	Average performance (4–6)	Excellent performance (7–10)
<ul style="list-style-type: none"> Inability to discuss the steps of the process you would follow to uncover the true causes of Reuben’s poor performance 	<ul style="list-style-type: none"> Limited ability to discuss the steps of the process you would follow to uncover the true causes of Reuben’s poor performance 	<ul style="list-style-type: none"> Fully able to discuss the steps of the process you would follow to uncover the true causes of Reuben’s poor performance
<p><u>Question 4</u></p> <p>There are different factors that contribute to the difficulty of virtual team working. Identify and</p>		

discuss these factors. (10)		
Poor performance (0–3)	Average performance (4–5)	Excellent performance (7–10)
<ul style="list-style-type: none"> Inability to identify the different factors that contribute to the difficulty of virtual team working 	<ul style="list-style-type: none"> Limited ability to identify the different factors that contribute to the difficulty of virtual team working 	<ul style="list-style-type: none"> Fully able to identify the different factors that contribute to the difficulty of virtual team working

APPENDIX C – SELF-ASSESSMENT ASSIGNMENT (BOTH SEMESTERS) 2018

Note that the questions in the self-assessment assignment (Assignment 03) are good examples of possible examination questions and should be used as such in your preparation for the examination. For your convenience, a mark has been allocated to each question. As a general guideline, we suggest that you write at least one to two pages (depending on your handwriting) per 10-mark question. Do not expect a high mark if you do not produce the correct volume and content.

Assignment 03 for both semesters
Study workbooks 01 to 05 to complete this self-assessment assignment.

Do **NOT** send this assignment to the university.

Question 1

Your friend Jane is visiting you as usual. You notice that she looks stressed and worried. You ask her what is troubling her. She tells you that her performance appraisal is taking place the next day and that she hates appraisals. Jane says she does not understand why her organisation wastes time on this activity. She does not see what benefits a performance appraisal has for herself or the organisation. Jane also feels that this activity is too formal and boring. She further mentions that, in some cases, employees do not receive any feedback after this activity. It appears that this activity is only carried out as a formality.

Explain the purpose and objectives of a performance appraisal to help Jane understand the importance of performance appraisals. (10)

Question 2

Gina is a training consultant for an HR outsourcing company. An accounting firm has approached her for leadership and management training to its board of directors to improve their leadership and management skills. Gina decides to use away-from-the-job training. Because directors' jobs are so stressful, training would be more successful away from their working environment. This will enable them to focus only on the training.

Briefly discuss any five appropriate methods that Gina can use for this training session. (10)

Question 3

Rosina is a single parent with two children aged four and six. She lives in Pretoria and has recently been invited to an interview at a company in Sandton, Johannesburg. At the interview, Rosina voices her concerns relating to her possible acceptance of the position, such as finding day care for her children. Organisations vary greatly in the services and benefits they offer to increase employee loyalty and decrease absenteeism and staff turnover.

Identify five different types of employee services or benefits that organisations can make available to attract Rosina to this company. Provide an explanation of each. (10)

Question 4

Lena and Timothy have been married for six years and have three children. They are both medical doctors and work long hours at Shebang Hospital in a rural town. They are currently facing potential conflicts over their career paths and the division of family responsibilities.

As an HR practitioner, you advise couples on their dual-career problems. Explain to management the characteristics of effective programmes to assist dual-career couples in overcoming their career-related challenges. (10)

Question 5

Write a short essay to indicate the differences between EAPs, wellness programmes and safety programmes. Use a table with three columns to structure your answer. (10)

Total for self-assessment assignment is 50

ASSESSMENT CRITERIA

Look closely at the assessment criteria in the following table. They will give you an idea of what is expected of you in each assignment category.

QUESTION 1 Explain the purpose and objectives of a performance appraisal to help Jane understand the importance of performance appraisals. (10)		
Poor performance (0–4)	Average performance (5–6)	Excellent performance (7–10)
<ul style="list-style-type: none"> Inability to explain the purpose and objectives of performance appraisal 	<ul style="list-style-type: none"> Limited ability to explain the purpose and objectives of performance appraisal 	<ul style="list-style-type: none"> Substantial explanation of the purpose and objectives of performance appraisal
QUESTION 2 Briefly discuss any five appropriate methods that Gina can use for this training session. (10)		
Poor performance (0–4)	Average performance (5–6)	Excellent performance (7–10)
<ul style="list-style-type: none"> Inability to discuss any five appropriate methods that Gina can use for this training session. 	<ul style="list-style-type: none"> Limited ability to discuss any five appropriate methods that Gina can use for this training session. 	<ul style="list-style-type: none"> Fully able to discuss any five appropriate methods that Gina can use for this training session.
QUESTION 3 Identify five different types of employee services or benefits that organisations can make available to attract Rosina to this company. Provide an explanation of each. (10)		
Poor performance (0–4)	Average performance (5–6)	Excellent performance (7–10)
<ul style="list-style-type: none"> Inability to identify and explain five different types of employee services or benefits that organisations can make available to attract Rosina to this company 	<ul style="list-style-type: none"> Limited ability to identify and explain five different types of employee services or benefits that organisations can make available to attract Rosina to this company 	<ul style="list-style-type: none"> Fully able to identify and explain five different types of employee services or benefits that organisations can make available to attract Rosina to this company
QUESTION 4 As an HR practitioner, you advise couples on their dual-career problems. Explain to management the characteristics of effective programmes to assist dual-career couples in overcoming their career-related challenges. (10)		
Poor performance (0–4)	Average performance (5–6)	Excellent performance (7–10)

<ul style="list-style-type: none"> • Inability to explain to management the characteristics of effective programmes to assist dual-career couples in overcoming their career-related challenges 	<ul style="list-style-type: none"> • Limited ability to explain to management the characteristics of effective programmes to assist dual-career couples in overcoming their career-related challenges 	<ul style="list-style-type: none"> • Fully able to explain to management the characteristics of effective programmes to assist dual-career couples in overcoming their career-related challenges
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QUESTION 5

Write a short essay to indicate the differences between EAPs, wellness programmes and safety programmes. Use a table with three columns to structure your answer. (10)

Poor performance (0–4)	Average performance (5–6)	Excellent performance (7–10)
<ul style="list-style-type: none"> • Inability to indicate the differences between EAPs, wellness programmes and safety programmes. 	<ul style="list-style-type: none"> • Limited ability to indicate the differences between EAPs, wellness programmes and safety programmes. 	<ul style="list-style-type: none"> • Fully able to indicate the differences between EAPs, wellness programmes and safety programmes.

APPENDIX D – COMMENTS SELF-ASSESSMENT ASSIGNMENT



Have you attempted to answer these questions before looking at the answers?

"Self-assessment" means that you need to answer the questions and then assess your answers by means of the guidelines provided.

Do not read the answers if you have not yet attempted to answer the questions by yourself.

These questions refer to workbooks 01 to 05. The marks awarded are indicated in brackets.

Question 1

Your friend, Jane, is visiting you. You notice that she looks stressed and worried. You ask her what is troubling her. She tells you that her performance appraisal is taking place the next day and that she hates appraisals. Jane says she does not understand why her organisation wastes time on this activity. She does not see what benefits performance appraisals have for herself or the organisation. She feels that this activity is too formal and boring. She further mentions that, in some cases, employees do not receive any feedback after this activity. It appears that this activity is only carried out as a matter of formality.

Explain the purpose and objectives of the performance appraisal to help Jane understand the importance of the performance appraisal activity. (10)

You have to consult chapter 9 section 9.3.1 in your prescribed book and Workbook 02 to answer this question.

Purpose:

As far as employees are concerned, one of the primary purposes of PA is looking at past performance.

Evaluative:

- The most common decisions based on evaluative objectives concern compensation, which includes merit increases, employee bonuses and other increases in pay. Thus the term *merit review* or *merit evaluation* can be found in organisations using PAs to determine pay increases.
- A performance appraisal normally has a two-part effect on future pay. In the short run, it may determine merit increases for the following year; in the long run, it may determine which employees are promoted to higher-paying jobs.
- Staffing decisions constitute a second evaluative objective of the PA because managers and supervisors must make decisions concerning promotions, demotions, transfers and layoffs. Past performance normally helps to determine which employee is most deserving of a promotion or other desirable job changes.
- PAs can also be used to evaluate the recruitment, selection and placement system. The effectiveness of these functions can be partially measured by comparing employees' PAs with their test scores as job applicants.

Developmental:

- This is the second type of objective of PA – it encompasses developing employee skills and motivation for *future* performance.

- Performance feedback is a primary developmental need because almost all employees want to know how their supervisors feel about their performance. Their motivation to improve their current performance increases when they receive feedback that specifies goals, which in turn enhances future career moves.
- Developmental PA is mainly focused on giving employees direction for future performance. Such feedback recognises strengths and weaknesses in past performances and determines what direction employees should take to improve their performance. Employees want to know exactly how they can improve. Because PAs are designed to cope with poor employee performance, they should develop better employees.
- The results of appraisals influence decisions about the training and development of employees. Below-average evaluations signal areas of employee behaviour that may be strengthened through on-the-job and away-from-the-job training. However, not all performance deficiencies may be overcome through T&D. Supervisors must distinguish performance problems resulting from a lack of critical skills or abilities from those caused by low morale or some form of job dissatisfaction.

Question 2

Gina is a training consultant for an HR outsourcing company. An accounting firm has approached her to deliver leadership and management training for their board of directors to improve their leadership and management skills. Gina decides to use away-from-the-job training because directors' jobs are very stressful and training would be more successful away from their working environment. This will enable them to focus only on the training.

Briefly discuss any five appropriate methods that Gina can use for this training session. (10)

You have to consult chapter 10 section 10.4 in your prescribed book and Workbook 03 to answer this question.

Lecture:

The lecture is the second-most popular away-from-the-job T&D technique with some 85% of organisations in South Africa using this controversial method. Its strength lies in delivering uniform information to a large group of people in a timely manner. Almost all T&D methods contain at least some lectures.

Conference/discussion:

Many training programmes focus on organisational problems, innovative ideas and new theories and principles. Discussing problems and critical issues in a conference/discussion format permits a dialogue between the trainer and trainee, as well as among the trainees. This two-way communication provides trainees with immediate feedback on their questions and ideas, and heightens the motivation for the learner.

Vestibule or simulation:

In a training area created to resemble the employee's actual work area, vestibule or simulation training is performed with the aid of an instructor who demonstrates on the same kinds of machines and uses processes that the trainee will use on the job. Vestibule training has been successfully used for a variety of skilled positions, including retail sales personnel, bank tellers, machine operators and aircraft pilots.

Technology-based systems:

There are two main types of computer-based training (CBT) – CD-ROM approaches and web-based training. Programmed instruction allows trainees to learn the information or skill in small segments and at the learner's own pace. We have shifted from the old booklet-based applications to computers using this same idea. Anyone who has been through a tutorial for programs such as Quicken, Windows or Print

Shop realises how well computers can apply the programmed instruction approach. E-learning takes place through the use of the internet or an organisational intranet to conduct training online. No educational or training approach has ever exploded onto the scene faster and with as much promise as web-based training (WBT) or e-learning. The internet offers training opportunities not bound by either time or place.

Case study:

A case study is a written description of an organisational problem. Case studies require participants to identify and analyse specific problems, develop alternative courses of action and recommend the best alternative. A case study may be analysed by individuals or groups. In T&D programmes, participants often form teams to study cases and then present their recommendations for discussion and analysis. The primary purpose of the case study is to enhance problem-solving skills. Participants practise defining problems, generating solutions and deciding on optimal solutions. Working in a group gives members insight into group dynamics and group decision-making processes.

Role playing:

This is a training method in which participants are required to respond to specific problems they may actually encounter in their jobs. During role playing (or *reality practice*), participants play the roles of those involved in an organisational problem. Usually there are no scripts and participants have limited information on which to base their roles. The primary goals of role playing are to analyse interpersonal problems and develop human relations skills. Role playing is commonly used to develop skills in interviewing, negotiation, job counselling, disciplining, performance appraisal, sales and other job duties that involve interpersonal communication.

Management games:

Management games (or *simulation exercises*) are designed to replicate conditions faced by real organisations and usually involve competing teams that make decisions concerning planning, production, finance and control of a hypothetical organisation. The winner is typically the team which achieves the highest net profit at the completion of the game. More complex games involve the use of a computer. In these games, teams receive a printout detailing the overall impact of their decisions on the effectiveness of the enterprise.

In-basket exercise:

The in-basket exercise is designed to develop the analytical and problem-solving skills of lower-level managers. The technique centres on a series of hypothetical problems that a supervisor may find in a typical in-basket. The in-basket exercise forces the trainee to make immediate decisions and to determine priorities. For this reason, the exercise is often part of an assessment centre programme.

Question 3

Rosina is a single parent with two children, aged four and six. She resides in Pretoria, but has recently been called in for an interview at a company in the Sandton area of Johannesburg. At the interview, Rosina voices her concerns regarding her possible acceptance of the position, such as finding day care for her children.

Organisations vary greatly in the services and benefits they offer their employees so as to increase employee loyalty and decrease absenteeism and staff turnover.

Identify five different types of employee services or benefits made available by organisations that could attract Rosina to this company. Provide an explanation of each. (10)

You have to consult chapter 11 section 11.6.6 in your prescribed book and Workbook 04 to answer this question.

Employer services and benefits

Childcare programmes: One of the rapidly growing employer services offered is the provision of childcare programmes. The recent growth in employee interest in childcare programmes provided by employers has been enhanced by the employment equity efforts of many companies in South Africa. Employers could follow any of at least four different approaches to childcare, such as on-site programmes, flexible benefits, referral centres and employer consortiums.

Food services: Most companies provide some type of food facility to minimise the time taken for breaks and lunch. Food services vary according to the size of the company and the nature of the work. Some organisations may only provide vending machines and a few tables; others provide complete cafeteria services underwritten by the company.

Education benefits: Many organisations offer employees partial or full tuition reimbursement. Employees often use these highly sought-after benefits to prepare themselves for promotion opportunities.

Transportation programmes: Higher energy costs have caused employers to consider methods of helping employees to get to work. Many alternatives can be considered: paying a transport allowance, offering a motor financing scheme (for all employees), providing company cars for certain job grades and running a company bus.

Housing subsidy: An important benefit offered by companies is the payment of a housing subsidy. The subsidy is normally granted towards the repayment of a housing loan with a registered financial institution. To ensure that the organisation retains control of the process, the subsidy is paid directly to the financial institution together with the employees' repayments, which are deducted from their salary.

(Marks are awarded for identifying and discussing employee benefits and services that organisations offer to increase loyalty and decrease absenteeism or staff turnover.)

Question 4

Lena and Timothy have been married for six years and have three children. They are both medical doctors and work long hours at Shebang Hospital in a rural town. They are currently facing potential conflicts over their career paths and the division of family responsibilities.

As an HR practitioner, you advise couples on their dual-career problems. Explain to management the characteristics of effective programmes to assist dual-career couples in overcoming their career-related challenges. (10)

You have to refer to chapter 8 section 8.12 in your prescribed book and Workbook 01 to answer this question.

- **Dual-career audit:** An audit performed by a company survey should be a starting point for a company to recognise the extent of the problem. Areas that the audit should address include the number of dual-career employees, the conflicts they face, how effective they perceive present company policies and opportunities to be and how competent they think they are in managing their careers.
- **Special recruiting techniques:** By giving a potential employee and his/her spouse a realistic view of the company's workload, travel and career opportunities, employers may be able to avoid a potentially poor job match. Some companies offer employees couple counselling immediately after hiring them to help identify potential problems and conflicts.
- **Revision of transfer policies:** In many companies advancement inevitably means a geographical move. But in many cases relocation results in a crisis for the dual-career couple. Employers now find ways to enhance their employees' careers without permanent geographical transfer.

- Examination-of-nepotism policies: Many employers revise their policies to allow both spouses to work for the company, as long as an employee does not supervise a relative or participate in decisions concerning the relative's salary, performance or advancement.
- Assistance for dual-career couples: Many employers help couples to manage their careers. Workshops and seminars enable participants to assess their opportunities, obstacles, potential conflicts and developmental needs.

Question 5

Write a short essay to indicate the differences between EAPs, wellness programmes and safety programmes. Use a table with three columns to structure your answer. (10)

You have to use chapter 12 section 12.3 and 12.4 in your prescribed book and Workbook 05 to answer this question.

EAPs	Wellness programmes	Safety programmes
<ul style="list-style-type: none"> • Are designed to help employees to overcome personal problems ranging from substance abuse to stress and burnout as well as family and financial problems. • Identify problems early in their development. • Use positive and negative employer reinforcement to motivate EAP patients to continue treatment. • Follow-up monitoring to minimise relapse problems. 	<ul style="list-style-type: none"> • Assist employees with their overall health, mainly with the aim of preventing health issues in future, but can also be applied to address existing health problems. • Help employees identify potential health risks through screening and testing. • Educate employees about health risks such as high blood pressure, smoking, a poor diet, obesity and stress. • Encourage employees to change their lifestyle through exercise, good nutrition and health monitoring. 	<ul style="list-style-type: none"> • Focus on the effective management of matters related to the physical safety of employees. • Motivate employees to adopt safe work habits. • Can reduce accidents.

APPENDIX E – SCHEDULE (SEMESTER 1 – 2018)

Use your brochure *Study @ Unisa* for general time management and planning skills.

You need roughly four to eight hours of study time per week for each module. The table that follows can be used as a guideline to plan your studies for HRM2602. We work on the principle that an assignment submitted by post takes seven working days to reach us. **If you submit your assignment online, you can submit on the due date which allows for additional study time.** Remember though that these are only guidelines – you should always work at your own pace and you may even plan to draw up a time management schedule of your own which suits your particular situation. A study programme for the second semester is also provided.

The study plan below is applicable to students registered for the first semester in 2018.

Semester 1 (2018)			
Study guide	Prescribed book	Assignment	Preparation for the examination
Week 1 (29 January – 4 February 2018)			
Orientation: Read tutorial letters, the foreword and study guide, the introduction to topics in the study guide			
Week 2 (5 – 11 February 2018)			
Workbooks 1 & 2	Chapters 8 & 9		
Week 3 (12 – 18 February 2018)			
Workbook 3	Chapter 10	Start with Assignment 01	
Week 4 (19 – 25 February 2018)			
Workbook 4	Chapter 11		
Week 5 (26 February – 4 March 2018)			
Workbooks 5 & 6	Chapters 12 & 13	Submit Assignment 01 on/before Due date: 2 March 2018	
Week 6 (5 – 11 March 2018)			
Workbook 7	Chapter 3		
Week 7 (12 – 18 March 2018)			
Workbooks 8 & 9	Chapters 14 & 15		
Week 8 (19 – 25 March 2018)			
		Start with Assignment 02	Study workbooks 1 to 10
Week 9 (26 March – 1 April 2018)			
Workbooks 10 & 11	Chapters 16 & 17		Study workbooks 1 to 10
Week 10 (2 – 8 April 2018)			
			Study workbooks 1 to 3
Week 11 (9 – 15 April 2018)			
		Submit Assignment 02 on/before Due date: 9 April 2018	Study workbooks 4 to 6
Week 12 (16 – 22 April 2018)			
			Study workbooks 7 to 8
Week 13 (23 – 29 April 2018)			

Semester 1 (2018)			
Study guide	Prescribed book	Assignment	Preparation for the examination
			Study workbooks 9 to 11
Weeks 14 – 19 (30 April – 6 June 2018)			
			Revise all workbooks and look at previous examination papers on myUnisa and Tutorial Letters 201 and 202 (available on myUnisa 3 weeks after the due date of Assignment 01) Examination begins 2 May 2018 and ends 14 June 2018

APPENDIX F: – SCHEDULE (SEMESTER 2 – 2018)

Use your brochure *Study @ Unisa* for general time management and planning skills.

You need roughly four to eight hours of study time per week for each module. The table that follows can be used as a guideline to plan your studies for HRM2602. We work on the principle that an assignment submitted by post takes seven working days to reach us. **If you submit your assignment online, you can submit on the due date which allows for additional study time.** Remember though that these are only guidelines – you should always work at your own pace and you may even plan to draw up a time management schedule of your own which suits your particular situation.

The study plan below is applicable to students registered for the second semester in 2018.

Semester 1 (2018)			
Study guide	Prescribed book	Assignment	Preparation for the examination
Week 1 (2 – 8 July 2018)			
Orientation: Read tutorial letters, the foreword and study guide, the introduction to topics in the study guide			
Week 2 (9 – 15 July 2018)			
Workbooks 1 & 2	Chapters 8 & 9		
Week 3 (16 – 22 July 2018)			
Workbook 3	Chapter 10	Start with Assignment 01	
Week 4 (23 – 29 July 2018)			
Workbook 4	Chapter 11		
Week 5 (30 July – 5 August 2018)			
Workbooks 5 & 6	Chapters 12 & 13	Submit Assignment 01 on/before Due date: 3 August 2018	
Week 6 (6– 12 August 2018)			
Workbook 7	Chapter 3	Work on Assignment 01	
Week 7 (13 – 19 August 2018)			
Workbooks 8 & 9	Chapters 14 & 15	Complete Assignment 01	
Week 8 (20 – 26 August 2018)			
			Study workbooks 1 to 10
Week 9 (27 August – 2 September 2018)			
Workbooks 10 & 11	Chapters 16 & 17	Start with Assignment 02	Study workbooks 1 to 10
Week 10 (3 – 9 September 2018)			
			Study workbooks 1 to 3
Week 11 (10 – 16 September 2018)			
		Submit Assignment 02 on/before Due date: 10 September 2018	Study workbooks 4 to 6
Week 12 (17 – 23 September 2018)			
			Study workbooks 7 to 8
Week 13 (24 – 30 September 2018)			

Semester 1 (2018)			
Study guide	Prescribed book	Assignment	Preparation for the examination
			Study workbooks 9 to 11
Weeks 14 – 19 (1 October – 10 November 2018)			
			<p>Revise all workbooks and look at previous examination papers on myUnisa and tutorial letters 201 (available on myUnisa 3 weeks after the due date of Assignment 01) this tutorial letter will also be posted to you.</p> <p>Examination begins 18 October 2018 and ends 14 November 2018</p>

APPENDIX G – WELCOME PAGE FOR HRM2602

Dear Student

Welcome to the online module Human Resource Maintenance and Retention (HRM2602). I trust that you will find it interesting and informative. Human resource management (HRM) is a vibrant and challenging function. As organisations are faced with HRM challenges on a daily basis, this module will help you to approach these challenges with confidence.

The purpose of this module is to familiarise you with the basic principles of HRM and show you how to manage human resources constructively and strategically in today's business environment. This module is fairly extensive, and you will have to apply yourself 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 covers the basic information relating to HR management. This module also forms part of the qualification in Human Resource Management. Since it is now offered online, you need to submit all your assignments online – in PDF format.

If you are a bit nervous about learning online, don't feel alone. A number of you will be learning online for the first time, and it's absolutely normal to feel a bit uncertain, as this is something new. However, this module has been designed to give you many opportunities to communicate with me and your fellow students. I am confident that this online environment will increase collaborative learning, encourage the sharing of information and enrich your entire learning experience.

I am your lecturer for this module and here are my contact details:

Name	Ms MD Kau
Telephone number	012 429 4045
Office number	Room 3-68, AJH van der Walt Building, Unisa, Muckleneuk campus
E-mail address	kaumd@unisa.ac.za
Consultation hours	As per appointment

To get started with this module, read Tutorial Letter 101 and the study guide which you can access via the Official Study Material menu option. Tutorial Letter 101 contains important information about the format of your assignments and examination.

You will find the updated workbooks for 2018 in the study guide under Official Study Material. The workbooks may be used in two ways. You can download and save them on your hard drive to use on your computer when you don't have access to the internet. Alternatively, you can open them while you are connected to the internet and logged on to myUnisa. If you use it in this way, you will be able to navigate through the study material and activities by clicking on the hyperlinks in the workbooks.

Most communication will take place through myUnisa, so please familiarise yourself with the qualification and module sites. This module site is intended to support your learning experience. Please take full advantage of this support, which you can access through the following menu options on myUnisa:

Official Study Material: Here you can access Tutorial Letter 101/3/2018 in electronic format. Any other documents I provide (including the workbooks for 2018) will be available in the Additional Resources tool.

FAQs: Selecting this option gives you access to questions and answers relating to general Unisa matters, as well as module-related information and information about Tutorial Letter 101/3/2018.

Announcements: From time to time there will be announcements about important module-related issues. The announcement will appear on the module site, but you will also receive an e-mail notification.

Prescribed book: Here you can find the title of the prescribed book. There is one HRM2602 prescribed book for this module that you need to purchase. It is the same as the prescribed book for HRM2601. Make sure that you get the correct edition.

Discussion Forums: I will use discussion forums to share and explore important issues relating to HRM2602 with you. Other topics may be available for you to discuss the work in this course. I will access these module-related forums as frequently as possible.

Additional Resources: Selecting this option gives you access to the workbooks for 2018 and all the material additional to the official study material.

SABPP: The South African Board for People Practices (SABPP) is a website that you should visit often. SABPP publishes an electronic newsletter on a regular basis. The name of the publication is *HR Voice*. You will be able to read the latest edition of this publication. When new editions become available, these will be added to the SABPP folder in Additional Resources.

I trust that you will enjoy this module and that it will be of great value and interest to you. I look forward to accompanying you on your academic journey, and I wish you well in your studies.

Your lecturer

Ms MD Kau