

Tutorial Letter 101/3/2018

Compensation Practices

HRM2603

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 HRM2603-2018-S1 and HRM2603-2018-S2 myUnisa module sites.

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** as well as 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 module, Compensation Practices. We will embark on this journey together and you should view this tutorial letter as your “road map” for the journey.

How much you learn and gain from the HRM2603 journey will depend on how actively you engage with the study material. If you engage actively with the study material, we are confident that you will grow and become increasingly competent in dealing with the challenges currently experienced in the field of compensation practices in South Africa.

As you make your way through this dynamic module, you will soon realise that, although money is important to employees, there are many other forms of compensation that are also important to them. Compensation managers thus need to find a way to reconcile the needs of employees with the goals of the organisation. Since money makes the world go round, both organisations and individuals have a personal interest in compensation.

This tutorial letter refers to the module HRM2603 and it contains module-specific information related to the tutorial matter, the purpose and outcomes of the module, relevant contact details, resources, student support services, where you will find the workbooks and study-plan, how you will be assessed, the assignments and also frequently asked questions. As this module is offered on-line, 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. 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 HRM2603/101/3/2018 (this tutorial letter)
- the study guide

Feedback on assignments will be provided in Tutorial Letters 201 (Assignment 01) and 202 (Assignment 02), which will be available on myUnisa a few weeks after the due date of each assignment.

TAKE NOTE: Unisa has introduced a new language policy, which states that the recently developed online modules will be offered in ENGLISH only. This also applies to HRM2603. Therefore, all official study material (workbooks, tutorial letters, etc.) will be provided in English only. You are also required to submit your assignments in English. All other communication (Discussion Forums on myUnisa, e-mail correspondence, self-assessment questions on myUnisa and e-tutor forums) will also be provided in English only.

2 OVERVIEW OF HRM2603

2.1 Purpose

This module will be useful to students who need to develop a sound understanding of and ability to make suggestions for the development of remuneration and to administrate appropriate compensation and reward systems in mainly South African organisations, in order to support and facilitate employee and organisational performance.

People credited with this module are able to demonstrate a solid ability to apply the theory and practice of compensation and reward to practical situations within the employment situation in South Africa.

This module is delivered using myUnisa and the internet as well as peer group interaction; community engagement is also included in some of the activities. Your lecturers will interact with you on myUnisa and via e-mail.

2.2 Outcomes

The module outcomes are those outcomes that you must achieve in order to complete the module successfully and be effective in the workplace. You will have to achieve the following broad outcomes for this module:

- Illustrate the role and importance of remuneration (compensation) in the management of human resources
- Illustrate the relationship between the different remuneration building blocks

3 WHAT DOES IT MEAN THAT THE HRM2603 MODULE IS OFFERED ONLINE?

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 and 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. Alternatively, you can go to <https://my.unisa.ac.za> – make sure you have a login address and password. **Keep this in a safe place for later use.**

3.2 Study material

Because this module is online, it means that for HRM2603 you will have to participate online, but we will be providing printed copies of study material to you. You will receive a printed study guide and you will have to purchase the prescribed book. Each study guide will consist of Workbooks. Use this, together with your prescribed book (that you have to purchase), which is referred to in this tutorial letter.

TAKE NOTE: We will only be providing you with printed copies of the study guide, Tutorial Letter 101 and Tutorial Letter HRMALL6/301/4/2018. Tutorial Letters 201 and 202 will not be printed. These tutorial letters will be made available on myUnisa under the **Official Study Material** tool, after the assignment due date.

3.3 Assessment

Your progress during the semester will be assessed in two ways, namely by means of formative assessment (the assignments) and summative assessment (the examination). **You have two 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 only be admitted to the examination if you have submitted an assignment on/before the due date and it reached us on/before this date. Refer to section 11, in this tutorial letter, for more information.

3.4 Feedback on assignments

Guidelines on answering the assignments for the semester that you are registered for will be provided to students on the HRM2603 myUnisa module site, as mentioned above. You will also receive a printed tutorial letter in the 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 book**. This book is not available on the HRM2603 myUnisa module site, you need to purchase a copy of the book as soon as possible. The details appears on the site and in this tutorial letter (section 8), 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 HRM2603?

You can find almost all of the information that you'll need for this module on the HRM2603 myUnisa site. 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 HRM2603, we've included a step-by-step process below:

- ensure that you have your study material (Tutorial Letter 101, the study guide and prescribed book)
- familiarise yourself with the myUnisa HRM2603 module site
- access your study schedule and plan your time accordingly
- familiarise yourself with the procedure of submitting assignment(s) via myUnisa
- work through the activities in the workbooks as well as the self-assessment questions at the end of each topic
- prepare for the examination timeously

5 STUDENT SUPPORT SERVICES FOR THE MODULE

5.1 Predatory providers of classes and examination support

Please be aware of the existence of multiple fraudulent and predatory providers of classes and examination guidance to Unisa students. Please note that Unisa do not have agreements with any of these agencies/schools/colleges to provide tuition or support to our students. Unisa also do not provide these predators with study material, guidelines or your contact information.

These providers may not have the necessary expertise to assist you and often charge exorbitant fees. If you receive an invitation from any agency or College, it is best to confirm with your lecturer if the provider is a legitimate Unisa partner.

5.2 TVET Agreements

Unisa, however, have agreements with a number of TVET Colleges to provide contact tuition and support for students in the following Higher Certificates:

- Higher Certificate in Economic & Management Sciences
- Higher Certificate in Banking
- Higher Certificate in Tourism
- Higher Certificate in Accounting Sciences
-

More information on this is available on the Unisa website.

6 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 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.

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>.

7 CONTACTING YOUR LECTURER AND UNISA

7.1 Contacting the lecturer

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

Mrs AM Furtak	
Office number:	Unisa, Muckleneuk campus, AJH van der Walt Building, Room 3-10
Fax number:	086 515 7970
Postal address:	The Lecturer Compensation Practices (HRM2603) Department of Human Resource Management PO Box 392 Unisa 0003

You may also contact me via the HR helpdesk (see details in section 7.3 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 HRM2603 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 7.4.

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 lecturers with assignments. Always write your **student number** and the **module code** at the top of any correspondence to the university. If you contact me by e-mail, always include the module code and your student number in the subject line.

7.2 Lecturer availability

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit 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 the lecturer's 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 the lecturer's office for academic enquiries/engagements.

7.3 Contacting the Department of HRM

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

Telephone number:	012 429 8701
E-mail address:	hrmacademics@unisa.ac.za (Always include your student number and the 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.**

7.4 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.**

7.5 Contacting your fellow HRM2603 students

On myUnisa there are various ways that you can contact and engage with your fellow students. Please access the **Discussion Forums** tool on myUnisa. We have also developed a specific forum titled, "**Study groups/contact your fellow students**", where you can form study groups and engage with fellow students.

8 RESOURCES

8.1 Prescribed book

There is one HRM2603 prescribed book for this module that you need to use, namely:

	<p>Coetzee, M, Bezuidenhout, ML, Furtak, A & Lee, J. 2016. <i>Remuneration management: a South African perspective</i>. 1st edition. Pretoria: Frontline books. (ISBN: 978-0-620-69937-2)</p> <p>Publisher: Frontline Books Email: Marie@frontlinebooks.co.za</p>
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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-hand side, and type in the relevant module code. Once you click on **Display**, you will find information on the prescribed book for the particular module as well as information on the booksellers. Information on the booksellers is also available in the *Study @ Unisa* brochure. Alternatively, you can log on to the HRM2603 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.

8.2 Recommended books

There are no recommended books for this module.

8.3 Electronic Reserves (e-Reserves)

There are no e-Reserves for this module.

8.4 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 (only the study guide, Tutorial Letter 101 and HRMALL6/301/4/2018). 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 workbook, 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 workbook 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.**

8.5 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>

9 WHAT STUDENT SUPPORT SERVICES ARE AVAILABLE FOR THIS MODULE?





9.1 Student support systems and services at Unisa







Various student support systems and services are available at Unisa (e.g. student counselling, tutorial classes and 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.

9.2 myUnisa

On the **HRM2603 module site**, on myUnisa, you will find many tools which include, among others, a link to contact your lecturer and also tools where you can access your study material (**Official Study Material**) and where you can engage with your fellow students (**Discussion Forums**). A copy of the welcome page on myUnisa can be found in Appendix E of this tutorial letter.

I will be making use of a number of tools on the HRM2603 myUnisa module site. The following table illustrates the tools that are applicable to this module:

Tool	Description
 Home	This tool refers to the welcome page for the module. This is the screen that you will see after you have logged on to myUnisa and you have chosen the module site for this module.
 Additional Resources	This tool provides a number of folders, which may contain important files that you will need when completing certain activities in the workbooks.
 Announcements	From time to time there may be announcements about important module-related issues. The announcements will appear on the module site so please be sure to check this site regularly to make sure that you are up to date with all the information and messages that I post.
 Assessment Info	You can use this tool to view the status of your assignments, submit assignments and to access marked assignments

 Course Contact	This tool can be used to contact the lecturer directly via e-mail. Your query will be sent directly to the lecturer's e-mail address.
 Discussion Forums	This tool will be used to discuss matters related to this module among yourself and your fellow students as well as to post module-related queries to your lecturer.
 FAQs	This tool contains module-related frequently asked questions. Read the list of questions available before contacting your lecturer or the University, as you may find the answers to the questions that you are looking for here.
 Official Study Material	Here you will find Tutorial Letters HRM2603/101, HRMALL6/301/4 and HRMONLI/301/4. Additional items will be available during the course of the semester. Previous examination papers can also be found here.
 Prescribed Books	This tool provides relevant details with regard to the prescribed book for this module. You will also be able to access information about official booksellers that stock the book via this tool.
 Schedule	Here you will be able to check your official assignment and examination dates in order to help you plan your own schedule and manage your time.

9.3 Frequently asked questions (FAQs)

On the HRM2603 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 **FAQs** tool (it appears on the left-hand side on the screen).

9.4 E-tutors

There are no e-tutors for this module.

10 HOW DO YOU KNOW WHEN WHAT IS DUE FOR HRM2603?

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 and D. The study plan for both semesters will also be available on myUnisa under **Additional Resources** (the option, **Study schedule**). Assignment due dates are available on the schedule and are also included in this tutorial letter.

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.

11 ASSESSMENT

11.1 Assignments (Formative assessment)

11.1.1 Assessment plan for HRM2603

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, while Assignment 02 consists of essay-type questions, based on scenarios or case-studies **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, and 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 and encourage you to do every assignment (including the self-assessment assignments, which should not be submitted to Unisa for marking) and obtain a good mark in the assignments.

11.1.2 How are the year mark and final assessment marks 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, while 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.** However, the marks obtained for both compulsory assignments contribute towards your final mark. Therefore, although you will be admitted to the examination 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, if you obtain less than 40% in the examination. 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 examination, your year mark will be taken into account. If you write an aegrotat examination, the year mark will also be taken into account. Students, who write a supplementary/aegrotat examination, do not submit assignments during the semester that they will be writing the supplementary/aegrotat examination. See Tutorial Letter HRMALL6/301/4/2018, as well as the **FAQs** on myUnisa, for more information on the calculation of your final assessment mark.

11.1.3 Where do you find your assignments?

The assignments can be found in Appendix A (assignments for semester 1) and B (assignments for semester 2) of this tutorial letter. Ensure that you complete the correct assignments for the correct semester. **Both assignments are compulsory.**

11.1.4 Format of the assignments

Assignment 01

Assignment 01 comprises 20 multiple-choice questions. The assignment can be found in Appendix A for semester 1 and in Appendix B for semester 2. Ensure that you submit the correct assignment for the semester for which you are registered. Make sure 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 consists of essay-type questions, based on scenarios or case studies. This assignment was structured according to the outcomes-based model of learning. We deliberately chose this structure to expose you to the practical application of the compensation concepts that you have learnt. The assignment can be found in Appendix A, for semester 1, and in Appendix B, for semester 2, together with assessment criteria for this assignment. Ensure that you submit the correct assignment for the semester for which you are registered. Different unique numbers are provided for each assignment; ensure that you use the correct unique number when submitting assignments. The assignment should be submitted on myUnisa in PDF. The benefits of submitting Assignment 02 via myUnisa are that you will be able to avoid using the postal service and you will receive feedback on Assignment 02 much sooner than if the assignment had to reach Unisa by post.

Guidelines on answering essay-type/case study assignment questions are provided in Tutorial Letter HRMALL6/301/4/2018.

11.1.5 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 Letters 201 (Assignment 01) and 202 (Assignment 02), these tutorial letters will be available under the **Official Study Material** tool on myUnisa or, in some cases, in an additional folder that you will find under **Additional Resource** on the HRM2603 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	12 March 2018	884178	20 August 2018	752712
Assignment 02	09 April 2018	848750	10 September 2018	760851

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, especially when submitting online via myUnisa.

11.1.6 How and when should you submit your assignments?

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

To submit the assignments on myUnisa:

- Go to myUnisa (<http://my.unisa.ac.za>) and log in with your student number and password.
- Select the module that you want to submit the assignment for.
- Click on **Assignments**, in the menu on the left-hand side of the screen.
- Click on the assignment number you wish to submit and follow the further instructions.
- **Ensure that you submit (attach) the correct document.**
- 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 to confirm whether 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.
- Marked assignments can be accessed on myUnisa after the marked assignment has been returned to you.

Submit your assignments (01 and 02) via myUnisa on/before the due date. Remember that you can submit your assignments until 00:00 (12 o'clock midnight) on the due date of this assignment. However, we **advise you not to wait until the day of the due date before you submit your assignments** on myUnisa, as the system might be very busy or down for routine maintenance. The assignments and due dates can be found on myUnisa under **Additional Resources (Study schedule)** and in this tutorial letter, in section 11.1.5.

11.1.7 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.

11.1.8 How do I obtain an extension for an assignment?

No extensions for assignments will be granted. We therefore **strongly advise you not to wait until the day of the due date before you submit your assignments** on myUnisa, as the system might be very busy or down for routine maintenance. It is your responsibility to plan ahead to ensure that you submit your assignments on/before the due dates.

11.2 Examination (Summative assessment)

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

11.2.1 Requirements for admission to the examination

Admission to the examination is automatic provided 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 11.1.8 in this document).

11.2.2 Format of the examination paper

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

Format of the questions	Essay/case study/scenario-type questions Note that the examination paper will contain no multiple-choice questions .
Number of questions to be answered by students	The examination paper will consist of five (5) questions , of which you must answer any three (3) (25 marks each) .
Duration of the examination	2 hours
Total number of marks for the paper	75 marks

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

Please note: It is not the lecturer's responsibility to upload previous examination papers on to myUnisa. These will be made available by the Examination Department. Unisa reserves the right not to make previous examination papers available.

11.2.3 Guidelines on preparing for the examination

What should you study for the examination?

You must study the **following workbooks** (and relevant chapters in the prescribed book) for examination purposes: **1, 2, 3, 4, 5, 6 and 7**.

Please refer to the brochure, *Study @ Unisa*, and Tutorial Letter HRMALL6/301/4/2018 for general examination guidelines and examination preparation guidelines.

12 WHAT SKILLS SHOULD A HRM2603 STUDENT HAVE?

The purpose of offering HRM2603 as an online module is to prepare you, as a student, to various electronic aspects that you will encounter in the work environment. Two important skills that you will benefit from in this module is being able to convert your assignment, which you would have created in a word format, into PDF (for online submission via myUnisa) and the use of mind maps to assist you with your preparation for the examination. Details on how to convert a word document into PDF and tips on creating mind maps, can be found on myUnisa under **Additional Resources (Skills)**.

13 SOUTH AFRICAN BOARD FOR PEOPLE PRACTICES (SABPP)

The South African Board for People Practices (SABPP) publishes an electronic newsletter on a regular basis, the name of the publication is the "HR Voice". We have created a subfolder, **SABPP**, on the myUnisa modules site for HRM2603, where you will be able to read the latest edition of this publication. When new editions become available, these will be added to this folder. We also upload Factsheets 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.

14 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 HRM2603 myUnisa module site, find these questions on the site on the left-hand side.

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 ones 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.

15 CONCLUSION

You should now have a good idea of what lies ahead in this module. Approach your studies with enthusiasm and commitment.

We trust that this module will be of value to you in your business as well as your personal life. We wish you success in your studies.

I invite you to contact me at any time, in writing or personally, to discuss any problems you may encounter with your studies.

Regards

Mrs AM Furtak

**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, as indicated in Tutorial Letter 101.

Refer to Tutorial Letter HRMALL6/301/4/2018 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 a smartphone. Assignment 02 should be submitted via myUnisa and the file should be in PDF.

Two compulsory assignments are set for this module:

- **Assignment 01** consists of twenty multiple-choice questions
- **Assignment 02** consists of essay-type questions, based on scenarios or case-studies

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 menu on the left-hand side.
- Click on the assignment number you want to submit.
- Follow the instructions.

ASSIGNMENT 01 (SEMESTER 1)

Assignment 01 (semester 1)	
Workbook 01, 02, 03, 04, 05 and 06 (as well as the relevant chapters in the prescribed book)	
Due date	Unique number
12 March 2018	884178

Questions 1 to 3 are based on the following payslip:

Company ABC 10 Church street, Milnerton, 0181		
<u>Name of Employee:</u> David Mahlangu <u>Designation:</u> Sales representative <u>Date:</u> 25 August 2018		
Description	Earnings	Deductions
Basic pay	25 000.00	
Cellphone allowance	1 000.00	
Travel allowance	1 500.00	
Medical aid		2 200.00
Pension fund		2 500.00
Commission	3 000.00	
Tuition bursary	500.00	
Unemployment insurance		152.88
Tax – regular earnings		7 598.95
Tax – fringe benefits		359.66
	31 000.00	12 811.49
Net pay	18 188.51	

QUESTION 1

Basic pay forms part of _____.

- 1 intrinsic rewards
- 2 non-financial rewards
- 3 direct remuneration
- 4 indirect remuneration

QUESTION 2

Which one of the following is an example of a discretionary benefit contained in the payslip?

- 1 Commission
- 2 Tuition bursary
- 3 Tax on benefits
- 4 Unemployment insurance

QUESTION 3

Which one of the following is an example of incentive pay (pay-for-performance) contained in the payslip?

- 1 Commission
- 2 Medical aid
- 3 Pension fund
- 4 Travel allowance

QUESTION 4

In order to achieve the remuneration block of internal alignment, organisations need to carry out the following remuneration practices _____.

- a surveys
- b incentives
- c job analysis
- d job evaluation
- e job hierarchy

The correct alternative is:

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

QUESTION 5

Which type of individual pay-for-performance plan can organisations use to reward employees based on the number of units they produce?

- 1 Commission scheme
- 2 Piece-rate plan
- 3 Employee referral plan
- 4 Behavioural encouragement plan

QUESTION 6

Read the following scenario and answer the question that follows.

Thando has been appointed as a legal secretary at Brown-Dlamini a year ago. She has minimum experience as a legal secretary. The remuneration manager has realised that Thando is being remunerated on a much higher level than other colleagues, who are doing the same job. Thando's employer wants to bring her salary in line with her colleagues' salaries.

How would Thando's salary appear on the remuneration pay structure?

- 1 Red-circled
- 2 Green-circled
- 3 Minimum rate
- 4 Grade midpoint

QUESTION 7

A remuneration _____ is a written statement which implies how the organisation plans to reward and remunerate employees.

- 1 objective
- 2 policy
- 3 practice
- 4 strategy

Questions 8 to 10 are based on the following salary survey information for a HR Officer position:

Company	Annual Salary
A	R 585 000
B	R 505 000
C	R 595 000
D	R 550 000
E	R 505 000
F	R 575 000

QUESTION 8

Which one of the following is the mean salary for the HR Officer position?

- 1 R 552 500
- 2 R 595 000
- 3 R 562 500
- 4 R 548 000

QUESTION 9

Which one of the following would be the mode salary for the HR Officer position?

- 1 R 585 000
- 2 R 575 000
- 3 R 505 000
- 4 R 562 500

QUESTION 10

Which one of the following would be the median salary for the HR Officer position?

- 1 R 382 500
- 2 R 562 500
- 3 R 390 000
- 4 R 420 000

QUESTION 11

A job analysis _____.

- 1 provides an indication of the type of person that is needed to the job
- 2 slots jobs into a hierarchy, based on the importance of that job to the organisation
- 3 is a systematic process of comparing one job to another within an organisation to determine the relative worth of a job
- 4 is the process of obtaining information about jobs by determining the tasks, responsibilities and the context of a specific job

QUESTION 12

Which of the following is an internal factor that has an impact on the design of an organisation's remuneration system?

- 1 Labour market
- 2 Ability to pay

- 3 The economy
- 4 Globalisation

QUESTION 13

Organisations determine the pay rates paid by other employers by means of a remuneration survey. A _____ remuneration survey can be used when survey data is needed urgently and time is limited.

- 1 bespoke
- 2 industry
- 3 published
- 4 customised

QUESTION 14

According to the line of sight principle, employees will be motivated to increase their performance when they see a connection between their _____.

- 1 skills and rewards
- 2 effort and rewards
- 3 effort and behaviour
- 4 skills and performance

QUESTION 15

Read the following scenario and answer the question that follows.

Spot On Textiles is a manufacturing business that specialises in good quality children's school uniforms. Spot On is based in Kwazulu-Natal, which is a province known for its textile industry. As Spot On is situated in an area surrounded by other textile businesses, Gloria, the HR Manager, decided to remunerate employees on the same level as their competitors.

Spot On has adopted a _____ pay policy.

- 1 market lag
- 2 market lead
- 3 market match
- 4 hybrid pay

QUESTION 16

There are various topics that should be included in an organisations remuneration policy. The _____ tracks the various versions of this document.

- 1 purpose
- 2 statement of intent
- 3 application and scope
- 4 document control and versions

QUESTION 17

The most common approach to remuneration for organisations that are in a mature growth phase is to _____.

- a focus on non-financial rewards
- b keep salary and benefits competitive
- c place less emphasis on long-term incentives
- d award bonuses for productivity improvements
- e award incentives to promote short-term results

The correct alternative is:

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

QUESTION 18

Solly is employed as an engineer in Company A and has been offered an annual pay increase of 6%. Solly has conducted some research and has found that even though a 6% increase is on par with the industry, his increase would not put him on par with what competing organisations are paying their engineers doing the same job. He is now demanding a bigger pay increase, based on the concept of _____.

- 1 internal alignment
- 2 distributive fairness
- 3 procedural fairness
- 4 external competitiveness

QUESTION 19

The Organisational Development (OD) specialist in your organisation compared the jobs of an accountant, financial clerk, chartered accountant and financial officer and decided to place them as regards to importance in the following order on the job hierarchy: financial clerk, financial officer, accountant and chartered accountant. Which job evaluation method did the OD specialist make use of?

- 1 Classification
- 2 Point method
- 3 Ranking
- 4 Factor comparison

QUESTION 20

A remuneration strategy consists of several components known as building blocks. The _____ specifies who will be involved and outlines the roles assigned to each person.

- 1 action plan
- 2 guiding principles
- 3 intention statement
- 4 remuneration rationale

Total marks for Assignment 01 (20 x 5): 100 marks

Feedback on this assignment will be provided in Tutorial Letter **HRM2603/201/1/2018**, which will be available to all students a few weeks after the due date of this assignment. **This tutorial letter will be available on myUnisa under Official Study Material.**

ASSIGNMENT 02 (SEMESTER 1)

Assignment 02 (semester 1)	
Workbook 01, 02, 03, 04, 06 and 07 (as well as the relevant chapters in the prescribed book)	
Due date	Unique number
09 April 2018	848750

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. 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 remuneration system by focusing on how the remuneration building blocks make use of various remuneration processes to enable the organisation to achieve its objectives
- understand the importance of managing remuneration from a strategic perspective
- differentiate between the components of the remuneration framework
- recommend appropriate types of pay for various organisational contexts
- integrate and apply what was learnt in workbooks 1, 2 and 3

GENERAL GUIDELINES AND TECHNICAL REQUIREMENTS FOR THIS ASSIGNMENT

- When answering the questions you need to read the questions carefully, break the question down and ensure that you answer everything that is asked. Some of the questions have two to three parts and you need to ensure that you answer all the parts of the question.
- Ensure that you provide answers that are related to what is asked.
- Use the guidelines for the technical presentation and layout. These guidelines can be found on pages 26-27 of this tutorial letter. You can earn extra marks for using additional sources, acknowledging the sources and using the correct referencing technique.
- If you make use of additional resources, you need to acknowledge these where you used them in the text and provide full details in the reference list. Not citing sources in the text amounts to plagiarism.
- Use the mark allocation as a guide. A 10-mark questions requires 10 facts. You cannot expect to obtain full marks, if you did not produce the right amount of content.
- It is not necessary to include an introduction and a concluding paragraph.

When you answer questions set on a case study/scenario, it is important to remember that you need to base your answers on theory and not on your own opinions. When you answer such questions, always do the following:

- **Identify the theory that is involved in the case study (for example, in question 2 the theory is about internal alignment).**
- **Write down the theory and discuss/define it.**
- **Integrate the theory with the information from the case study.**
- **Make sure that you have answered all the questions fully.**

For example:

Aubrey is an engineer working at Company X and he earns R500 000 per annum. He has just found out that Anton, a university friend who is also an engineer – at the same level – and who works at Company Y, is earning R650 000 per annum. Aubrey has approached the HR manager and cannot understand why he is being paid less when he and Anton do exactly the same job.

Question:

What concept is being referred to in the scenario? You also need to discuss this concept by providing an example from the scenario. (3)

Model answer:

The answer needs to be broken down into the following:

Concept	Discussion	Example
External competitiveness √	External competitiveness suggests that one could compare the remuneration in one's own organisation to that of other, competing, organisations and to the market in general. √	Aubrey earns R500 000 per annum and Anton earns R650 000 per annum √

Questions 1 and 2 is an example of the kind of questions you can expect in the examination. You will notice that all these questions require you not only to memorise the theory in the prescribed material, but also to apply it to a specific context. You must therefore focus not only on memorising, but also on problem-solving and understanding.

QUESTION 1

Read the following case study and answer the questions that follow.

Spot On Textiles

Spot On Textiles is a manufacturing business that specialises in good quality children's school uniforms. Spot On is based in Kwazulu-Natal, a province known for its textile industry. As Spot On is situated in an area surrounded by other textile businesses, Gloria, the HR manager, decided to remunerate employees on the same level as their competitors.

Although Spot On is a local business, they import most of their material from India. Due to the depreciation of the rand, things have not been going so well for Spot On. They have had to charge more for their products, which has resulted in key business being lost. To add to their problems, government is going to implement new legislation, which will force Spot On to purchase their material from local suppliers.

The staff at Spot On are very loyal and committed – this is evident from the low absenteeism rate – and to date there has never been any industrial action. However, due to the recent developments in the industry, the staff at Spot On have decided to join TEXTAWU, the local textile union, because they fear job losses at the company.

Currently employees are paid according to the number of shirts/skirts/pairs of trousers they sew. Gloria thinks that it is high time to re-evaluate Spot On's remuneration system, in an effort to retain employees, but the current environmental factors are making her job that much harder.

Adapted from: https://www.dlsweb.rmit.edu.au/toolbox/hr/lo/2002.../2002_329_018_reading.doc (accessed on 05 May 2017)

- 1.1 Identify Spot On's pay policy. Discuss this pay policy by providing an example from the case study. (5)
- 1.2 Gloria wants to re-evaluate Spot On's remuneration system. Identify and discuss the external factors that are impacting on the organisation's remuneration practices. Substantiate your answer by providing examples from the case study. (12)

- 1.3 Identify and discuss the type of pay system that Spot On is currently using. (7)
- 1.4 Explain the instances when pay-for-performance plans are likely to motivate employees. (6)

Total marks for question 1 = 30 marks

QUESTION 2

Refer to the pay slips below and answer the questions that follow.

Company ABC

Employee A Occupation: HR Officer (Engineering Department)			Employee B Occupation: HR Officer (Marketing Department)		
Description	Earnings	Deductions	Description	Earnings	Deductions
Basic salary	15 000.00		Basic salary	18 000.00	
Medical aid		1 600.00	Medical aid		1 600.00
Provident fund		3 000.00	Provident fund		3 500.00
Tuition	500.00		Tuition	700.00	
UIF		250.00	UIF		300.00
Net salary	10 650.00		Net salary	13 300.00	

- 2.1 Assume that Employee A and B have the same qualifications and experience. Is there internal alignment in Company ABC? Substantiate your answer by providing evidence from the payslips. (3)
- 2.2 Identify and discuss the pay practices Company ABC can use to achieve internal alignment. (9)
- 2.3 What are the potential consequences of a non-aligned internal remuneration system? (5)
- 2.4 Identify and discuss the remuneration objectives Company ABC is **not** complying with. (8)

Total marks for question 2 = 25 marks

QUESTION 3

- 3.1 Define employee benefits and discuss the reasons for providing employee benefits. (8)
- 3.2 Distinguish between the different types of remuneration surveys organisations can use to determine the going pay rates in the market. (7)

Total marks for question 3 = 15 marks

Total marks for Assignment 02: 70 marks

Assessment criteria

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

HRM2603 ASSIGNMENT 02 FOR SEMESTER 1				
Question	Poor performance (0 – 39%)	Average performance (40 – 59%)	Excellent performance (75 – 100%)	Mark
1.1	Unable to identify Spot On's pay policy		Able to identify Spot On's pay policy	
	Unable to discuss the pay policy	To some extent able to discuss the pay policy	Able to discuss the pay policy	
	Unable to provide an example from the case study	To some extent able to provide an example from the case study	Able to provide an example from the case study	
	0	1 - 3	4 - 5	/5
1.2	Unable to identify and discuss the external factors that are impacting on the organisations remuneration practices	To some extent able to identify and discuss the external factors that are impacting on the organisations remuneration practices	Able to identify and discuss the external factors that are impacting on the organisations remuneration practices	
	Unable to provide examples from the case study	To some extent able to provide examples from the case study	Able to provide examples from the case study	
	0	1 - 7	8 - 12	/12
1.3	Unable to identify and discuss the pay system Spot On is currently using	To some extent able to identify and discuss the pay system Spot On is currently using	Able to identify and discuss the pay system Spot On is currently using	
	0	1 - 4	5 - 7	/7
1.4	Unable to explain the instances when pay-for-performance plans are likely to motivate employees	To some extent able to explain the instances when pay-for-performance plans are likely to motivate employees	Able to explain the instances when pay-for-performance plans are likely to motivate employees	
	0	1 - 3	4 - 6	/6
2.1	Unable to indicate whether internal alignment exists in Company ABC		Able to indicate whether internal alignment exists in Company ABC	
	Unable to provide evidence from the payslips		Able to provide evidence from the payslips	
	0	0	1 - 3	/3
2.2	Unable to identify and discuss the practices Company ABC can use to achieve internal alignment	To some extent able to identify and discuss the practices Company ABC can use to achieve internal alignment	Able to identify and discuss the practices Company ABC can use to achieve internal alignment	
	0	1 - 5	6 - 9	/9
2.3	Unable to discuss the potential consequences of a non-aligned internal remuneration system	To some extent able to discuss the potential consequences of a non-aligned internal remuneration system	Able to discuss the potential consequences of a non-aligned internal remuneration system	
	0	1 - 3	4 - 5	/5

2.4	Unable to identify and discuss the remuneration objectives Company ABC is not complying with	To some extent able to identify and discuss the remuneration objectives Company ABC is not complying with	Able to identify and discuss the remuneration objectives Company ABC is not complying with	
	0	1 - 4	5 - 8	/8
3.1	Unable to define employee benefits	To some extent able to define employee benefits	Able to define employee benefits	
	Unable to discuss the reasons for providing employee benefits	To some extent able to discuss the reasons for providing employee benefits	Able to discuss the reasons for providing employee benefits	
	0	1 - 4	5 - 8	/8
3.2	Unable to distinguish between the different types of remuneration surveys organisations can use to determine the going pay rates in the market	To some extent able to distinguish between the different types of remuneration surveys organisations can use to determine the going pay rates in the market	Able to distinguish between the different types of remuneration surveys organisations can use to determine the going pay rates in the market	
	0	1 - 4	5 - 7	/7

Technical presentation and layout	Additional sources used	2	No additional resources used	0	
	Sources acknowledged	2	Sources not acknowledged	0	
	Correct referencing technique used	2	No/incorrect referencing technique used	0	
TOTAL MARK FOR ASSIGNMENT 02					%

Feedback on this assignment will be provided in Tutorial Letter **HRM2603/202/1/2018**, which will be available to all students a few weeks after the due date of this assignment. **This tutorial letter will be available on myUnisa under Official Study Material.**

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 Tutorial Letter HRMALL6/301/4/2018 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 a smartphone. Assignment 02 should be submitted via myUnisa and the file should be in PDF.

Two compulsory assignments are set for this module:

- **Assignment 01** consists of twenty multiple-choice questions
- **Assignment 02** consists of essay-type questions, based on scenarios or case-studies

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 menu on the left-hand side.
- Click on the assignment number you want to submit.
- Follow the instructions.

ASSIGNMENT 01 (SEMESTER 2)

Assignment 01 (semester 2)	
Workbook 01, 02, 03, 04, 05 and 06 (as well as the relevant chapters in the prescribed book)	
Due date	Unique number
20 August 2018	752712

QUESTION 1

A pay overlap occurs when _____.

- 1 the data in the pay structure is positively skewed
- 2 the array of pay rates for different jobs within an organisation differ
- 3 there is a big difference between key job values and job evaluation results
- 4 the senior HR assistant receives a higher salary than the junior HR officer

QUESTION 2

A remuneration strategy consists of several components known as building blocks. The _____ portrays the organisation's future position and outlines remuneration goals.

- 1 action plan
- 2 guiding principles
- 3 intention statement
- 4 remuneration rationale

QUESTION 3

Read the following scenario and answer the question that follows.

Bongani has just been employed at Eezy Electrical as a trainee electrician. The HR Manager at Eezy Electrical has informed Bongani that their approach to remuneration differs to that of other electrical companies. As Bongani gains work experience, he will be expected to undergo training courses. These training courses will enable him to acquire various job skills for which he will receive increases in his pay.

Eezy Electrical has adopted a _____ pay remuneration system.

- 1 merit-based
- 2 skills-based
- 3 team-based
- 4 competency-based

QUESTION 4

Which of the following is an external factor that has an impact on the design of an organisation's remuneration system?

- 1 Market pay rates
- 2 Work environment
- 3 Organisation culture
- 4 Organisation strategy

QUESTION 5

Peter, the owner of Echo Plastics could not afford to appoint another cleaner but in an attempt to help Sally, one of his current employees, he appointed a family member of Sally. Peter however decided to pay this cleaner less than the minimum of a cleaner's pay range. Which pay rate did Peter make use of?

- 1 Market rate
- 2 Industry rate
- 3 Red circle rate
- 4 Green circle rate

QUESTION 6

A job evaluation _____.

- 1 provides an indication of the type of person that is needed to the job
- 2 slots jobs into a hierarchy, based on the importance of that job to the organisation
- 3 is a systematic process of comparing one job to another within an organisation to determine the relative worth of a job
- 4 is the process of obtaining information about jobs by determining the tasks, responsibilities and the context of a specific job

QUESTION 7

Which of the following is an example of a legally required employee benefit?

- 1 Overtime
- 2 Maternity leave
- 3 Work-life balance
- 4 Study assistance

QUESTION 8

Which type of individual pay-for-performance plan can organisations use to reward employees based on behavioural achievements such as good attendance records?

- 1 Piece-rate plan
- 2 Commission scheme
- 3 Employee referral plan
- 4 Behavioural encouragement plan

QUESTION 9

In order to achieve external competitiveness, organisations need to carry out the following remuneration practices _____.

- a surveys
- b pay structure
- c benchmarking
- d pay-for-performance
- e total reward package

The correct alternative is:

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

Questions 10 to 14 are based on the following compensation data:

Company ABC

Position: HR Officer	Employee 1	Employee 2	Employee 3	Mean
Basic salary	R 24 000	R 29 000	R 25 000	?
Midpoint/market salary	R 25 000	R 25 000	R 25 000	R 25 000
Compa-ratio	?	116%	100%	104%

QUESTION 10

The mean of the basic salary for the HR Officer position is:

- 1 R 25 000
- 2 R 26 000
- 3 R 29 000
- 4 R 24 000

QUESTION 11

The compa-ratio for employee 1 is _____.

- 1 83%
- 2 104%
- 3 96%
- 4 116%

QUESTION 12

What is the implication of the compa-ratio for employee 2?

- 1 Employee 2 is overpaid.
- 2 Employee 2 is underpaid.
- 3 There is no implication.
- 4 Employee 2's salary is market compatible.

QUESTION 13

Given that, all the employees' qualifications and experience are the same, based on the compensation data, which remuneration objective is Company ABC **not** complying with?

- 1 Reward in a fair manner
- 2 Links to performance management
- 3 Flexibility and administrative efficiency
- 4 Providing incentives for desired behaviour

QUESTION 14

What are the potential consequences should Company ABC not comply with fairness?

- a Non-integrated performance management system
- b Rigid remuneration system
- c Demotivated employees
- d High staff turnover
- e Morale problems

The correct option is:

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

QUESTION 15

A remuneration _____ provides guidelines to remuneration managers on how to manage employee rewards and benefits and indicates to management what behaviour is expected in given circumstances when reward issues are to be dealt with.

- 1 objective
- 2 policy
- 3 practice
- 4 strategy

QUESTION 16

Organisations determine the pay rates paid by other employers by means of a remuneration survey. A _____ remuneration survey can be used when organisations want to obtain data according to their needs and requirements.

- 1 bespoke
- 2 industry
- 3 published
- 4 customised

Read the following scenario and answer the questions that follow.

Aubrey is an engineer working at Company X and he earns R500 000 per annum. He has just found out that Anton, another engineer on the same level as him, is earning R650 000 per annum. Aubrey has approached the HR manager and cannot understand why he is paid less, when both he and Anton do exactly the same job and have the same qualifications and years of experience.

QUESTION 17

Which remuneration principle is being referred to in the scenario?

- 1 Internal alignment
- 2 Procedural fairness
- 3 Distributive fairness
- 4 External competitiveness

QUESTION 18

What process does the HR Manager need to conduct in order to make sure that the principle “equal pay for equal work” applies?

- 1 Skills analysis
- 2 Salary survey
- 3 Job evaluation
- 4 Benchmarking

QUESTION 19

Read the following paragraph and answer the question that follows.

Organisation: Alexander Forbes

Pay and benefits: Salaries are above the industry standard. Regular salary surveys are undertaken. Salaries are reviewed annually and are performance related. Employees receive a 13th cheque.

Adapted from: Grobler, P, Wörnich, S, Carrell, MR, Elbert, NF & Hatfield, RD. 2006. *Human resource management in South Africa*. 2nd edition. London: Thomson Learning.

Identify Alexander Forbes' pay policy from the options listed below:

- 1 market lag policy
- 2 market lead policy
- 3 market match policy
- 4 hybrid pay policy

QUESTION 20

Various topics should be included in an organisations' remuneration policy. The _____ suggests that the remuneration policy should be applicable to all employees working for the organisation.

- 1 purpose
- 2 statement of intent
- 3 application and scope
- 4 document control and versions

Total marks for Assignment 01 (20 x 5): 100 marks

Feedback on this assignment will be provided in Tutorial Letter **HRM2603/201/2/2018**, which will be available to all students a few weeks after the due date of this assignment. **This tutorial letter will be available on myUnisa under Official Study Material.**

ASSIGNMENT 02 (SEMESTER 2)

Assignment 02 (semester 2)	
Workbook 01, 02, 03, 04, 05, 06 and 07 (as well as the relevant chapters in the prescribed book)	
Due date	Unique number
10 September 2018	760851

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 second semester in 2018. Submit the assignment via myUnisa in PDF. 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 remuneration system by focusing on the how the remuneration building blocks make use of various remuneration processes to enable the organisation to achieve its objectives
- differentiate between the components of the remuneration framework
- illustrate how compensation strategies, policies and processes and practices facilitate various human resource management functions in an organisation
- integrate and apply what was learnt in workbooks 1, 2 and 5

GENERAL GUIDELINES AND TECHNICAL REQUIREMENTS FOR THIS ASSIGNMENT

- When answering the questions, you need to read the questions carefully, break the question down and ensure that you answer everything that is asked. Some of the questions have two to three parts and you need to ensure that you answer all the parts of the question.
- Ensure that you provide answers that are related to what is asked.
- Use the guidelines for the technical presentation and layout. These guidelines can be found on page 37-38 of this tutorial letter. You can earn extra marks for using additional sources, acknowledging the sources and using the correct referencing technique.
- If you make use of additional resources you need to acknowledge these, where you used them in the text, and provide full details in the reference list. Not citing sources in the text amounts to plagiarism.
- Use the mark allocation as a guide. A 10-mark questions requires 10 facts. You cannot expect to obtain full marks if you did not produce the right amount of content.
- It is not necessary to include an introduction and a concluding paragraph.

When you answer questions set on a case study/scenario, it is important to remember that you need to base your answers on theory and not on your own opinions. When you answer such questions, always do the following:

- **Identify the theory that is involved in the case study (for example, in question 1 the theory is about the objectives of remuneration).**
- **Write down the theory and discuss/define it.**
- **Integrate the theory with the information from the case study.**
- **Make sure that you have answered all the questions fully.**

For example:

Aubrey is an engineer working at Company X and he earns R500 000 per annum. He has just found out that Anton, a university friend, who is an engineer at the same level and who works at Company Y, is earning R650 000 per annum. Aubrey has approached the HR manager and cannot understand why he is being paid less, when he and Anton do exactly the same job.

Question:

What concept is being referred to in the scenario? You also need to discuss this concept by providing an example from the scenario. (3)

Model answer:

The answer needs to be broken down into the following:

Concept	Discussion	Example
External competitiveness √	External competitiveness suggests that one could compare the remuneration in one's own organisation to that in other competing organisations and to the market in general. √	Aubrey earns R500 000 per annum and Anton earns R650 000 per annum √

Question 1 is an example of the kind of questions you can expect in the examination. You will notice that all these questions require you not only to memorise the theory in the prescribed material, but also to apply it to a specific context. You must therefore focus not only on memorising, but also on problem-solving and understanding.

QUESTION 1

Read the following case study and answer the questions that follow.

Mashaba Manufacturing is a large company that was founded in 1945, by Sello Mashaba. Mashaba Manufacturing is located in Port Elizabeth and employs 1 500 people. Most of the workforce is made up of semi-skilled labour. The company's product line – manufactured and assembled on site – consists of assorted laboratory items such as blood collection tubes made of various polymers and rubber. Its customers are large pharmaceutical firms that supply various products to hospitals and laboratories. Its market is worldwide, with many of the best customers in Europe and Asia. Thabo Mashaba replaced his father as CEO five years ago.

The senior Mashaba, an entrepreneur with a high school education, had been a traditional manager, who tried to keep his hands on every phase of the operation. Sello Mashaba took pride in Mashaba Manufacturing's reputation for fair pay and satisfied employees. Sello was involved in all aspects of the remuneration plan and he had the final word on pay rates for all employees. He based pay on experience, potential and how much each employee needed to support his or her family. As a result, Mashaba Manufacturing had low absenteeism and turnover. After Thabo took over, several economic factors began to challenge the company founder's approach to remuneration.

Several new competitors have entered the marketplace. They pay lower wages than Mashaba, so they are more profitable. Key business has been lost, because Mashaba had to charge more for its products in order to maintain the remuneration system's above-average pay strategy. At the same time, staff turnover had increased, because employees at Mashaba Manufacturing felt they were not being compensated fairly. Rebotile Mahlare, the HR manager, made a point of raising this at a staff meeting.

Rebotile: Thabo, I think you're aware that our remuneration structure is seriously out of date. We are paying the highest wages in the industry, but we're steadily losing employees, because they don't think they are being paid fairly.

Thabo: I know. My father always emphasised that workers would be loyal if we treated them as individuals. He based his pay decisions on how big the family of employees was. Maybe we ended up with too many exceptions to our pay structure.

Rebotile: The reality is that most of our competitors are opening plants in third-world countries so that they can keep labour costs down. In order to compete, we have to bring our labour costs into line with

those of our competition. To do that, we need to re-evaluate the whole pay system. I've asked Jerry Wallace, our remuneration director, to review our whole pay structure, remuneration policy and job evaluation system so that we can pay salaries that are perceived as equitable and competitive within the industry.

Adapted from: Ivancevich, JM. 2003. *Human resource management*, 9th edition. McGraw Hill Education (Asia), p. 297.

- 1.1 Identify and discuss Mashaba Manufacturing's pay policy. Provide an example from the case study to support your answer. (5)
- 1.2 Explain why organisations formulate remuneration policies. (4)
- 1.3 Which remuneration objectives is Mashaba Manufacturing ***not*** complying with? You need to provide examples from the case study to support your answer. (9)
- 1.4 Discuss the remuneration technique Mashaba Manufacturing can use to determine what salaries Mashaba Manufacturing's competitors are paying. (3)
- 1.5 Explain what a pay structure is. You also need to identify the factors that will have an influence on Mashaba Manufacturing's pay structure. Provide examples from the case study to support your answer. (11)
- 1.6 Does internal alignment exist at Mashaba Manufacturing? Support your answer by defining internal alignment and providing an example from the case study. (5)
- 1.7 Explain how job evaluation contributes to internal alignment. (6)
- 1.8 Identify and discuss the internal and external factors currently impacting on Mashaba Manufacturing's remuneration practices. Provide examples from the case study to support your answer. (12)

Total marks for question 1: 55 marks

QUESTION 2

- 2.1 Discuss what the line of sight principle entails. (5)
- 2.2 What are flexible benefits? Discuss the reasons why organisations would offer flexible benefits. (10)

Total marks for question 2: 15 marks

Total marks for Assignment 02: 70 marks

Assessment criteria

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

HRM2603 ASSIGNMENT 02 FOR SEMESTER 2				
Question	Poor performance (0 – 39%)	Average performance (40 – 59%)	Excellent performance (75 – 100%)	Mark
1.1	Unable to identify Mashaba Manufacturing's pay policy		Able to identify Mashaba Manufacturing's pay policy	
	Unable to discuss the pay policy	To some extent able to discuss the pay policy	Able to discuss the pay policy	
	Unable to provide an example from the case study	To some extent able to provide an example from the case study	Able to provide an example from the case study	
	0	1 - 3	4 - 5	/5
1.2	Unable to explain why organisations formulate remuneration policies	To some extent able to explain why organisations formulate remuneration policies	Able to explain why organisations formulate remuneration policies	
	0	1 - 2	3 - 4	/4
1.3	Unable to identify which remuneration objectives Mashaba Manufacturing is not complying with	To some extent able to identify which remuneration objectives Mashaba Manufacturing is not complying with	Able to identify which remuneration objectives Mashaba Manufacturing is not complying with	
	Unable to provide examples from the case study	To some extent able to provide examples from the case study	Able to provide examples from the case study	
	0	1 - 5	6 - 9	/9
1.4	Unable to discuss the remuneration technique Mashaba Manufacturing can use to determine what salaries Mashaba Manufacturing's competitors are paying	To some extent able to discuss the remuneration technique Mashaba Manufacturing can use to determine what salaries Mashaba Manufacturing's competitors are paying	Able to discuss the remuneration technique Mashaba Manufacturing can use to determine what salaries Mashaba Manufacturing's competitors are paying	
	0	1 - 2	3	/3
1.5	Unable to explain what a pay structure is	To some extent able to explain what a pay structure is	Able to explain what a pay structure is	
	Unable to identify the factors that will have an influence on Mashaba Manufacturing's pay structure	To some extent able to identify the factors that will have an influence on Mashaba Manufacturing's pay structure	Able to identify the factors that will have an influence on Mashaba Manufacturing's pay structure	
	Unable to provide examples from the case study	To some extent able to provide examples from the case study	Able to provide examples from the case study	
	0	1 - 7	8 - 11	/11

1.6	Unable to define internal alignment and indicate whether internal alignment exists at Mashaba Manufacturing	To some extent able to define internal alignment and indicate whether internal alignment exists at Mashaba Manufacturing	Able to define internal alignment and indicate whether internal alignment exists at Mashaba Manufacturing	
	Unable to provide an example from the case study		Able to provide an example from the case study	
	0	1 - 3	4 – 5	/5
1.7	Unable to explain how job evaluation contributes to internal alignment	To some extent able to explain how job evaluation contributes to internal alignment	Able to explain how job evaluation contributes to internal alignment	
	0	1 - 3	4 – 6	/6
1.8	Unable to identify the internal and external factors that are currently impacting on Mashaba Manufacturing's remuneration practices	To some extent able to identify the internal and external factors that are currently impacting on Mashaba Manufacturing's remuneration practices	Able to identify the internal and external factors that are currently impacting on Mashaba Manufacturing's remuneration practices	
	Unable to provide examples from the case study	To some extent able to provide examples from the case study	Able to provide examples from the case study	
	0	1 - 7	8 – 12	/12
2.1	Unable to discuss what the line of sight principle entails	To some extent able to discuss what the line of sight principle entails	Able to discuss what the line of sight principle entails	
	0	1 - 3	4 – 5	/5
2.2	Unable to define flexible benefits	To some extent able to define flexible benefits	Able to define flexible benefits	
	Unable to discuss the reasons why organisations would offer flexible benefits	To some extent able to discuss the reasons why organisations would offer flexible benefits	Able to discuss the reasons why organisations would offer flexible benefits	
	0	1 - 6	7 – 10	/10

Technical presentation and layout	Additional sources used	2	No additional resources used	0	
	Sources acknowledged	2	Sources not acknowledged	0	
	Correct referencing technique used	2	No/incorrect referencing technique used	0	
					/6
TOTAL MARK FOR ASSIGNMENT 02					%

Feedback on this assignment will be provided in Tutorial Letter **HRM2603/202/2/2018**, which will be available to all students a few weeks after the due date of this assignment. **This tutorial letter will be available on myUnisa under Official Study Material.**

APPENDIX C – SCHEDULE (SEMESTER 1 – 2018)

You need roughly between four and 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 HRM2603. We work on the principle that an assignment submitted by post will take seven working days to reach us. If you submit your assignment online, you can submit it on the due date, allowing you additional study time. Remember though, that these are only guidelines; you should always work at your own pace and you may even prefer to draw up your own time management schedule, which is better suited to 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 (February – June 2018)			
Study guide	Prescribed book	Assignment	Preparation for the examination
Week 1			
Orientation: Read the tutorial letters, the foreword and orientation of the study guide and the introduction to the topics in the study guide.			
Week 2			
Workbook 1	Study the parts in the prescribed book that are referred to in the workbook.	Complete the activities in the workbook.	
Week 3			
Workbook 2	Study the parts in the prescribed book that are referred to in the workbook.	Start with Assignment 01. Complete the activities in the workbook. Complete the self-assessment questions for topic 1.	
Week 4			
Workbook 3	Study the parts in the prescribed book that are referred to in the workbook.	Continue with Assignment 01. Complete the activities in the workbook.	
Week 5			
Workbook 4	Study the parts in the prescribed book that are referred to in the workbook.	Continue with Assignment 01. Complete the activities in the workbook.	
Week 6			
Workbook 5	Study the parts in the prescribed book that are referred to in the workbook.	Continue with Assignment 01. Complete the activities in the workbook.	
Week 7			
Workbook 6	Study the parts in the prescribed book that are referred to in the workbook.	Submit Assignment 01 on myUnisa on/before 12 March 2018. Start with Assignment 02.	

Semester 1 (February – June 2018)			
Study guide	Prescribed book	Assignment	Preparation for the examination
		Complete the activities in the workbook.	
Week 8			
Workbook 7	Study the parts in the prescribed book that are referred to in the workbook.	Continue with Assignment 02. Complete the activities in the workbook. Complete the self-assessment questions for topic 2.	
Week 9			
TAKE A BREAK			
Week 10			
		Continue with Assignment 02.	Study workbooks 1-2
Week 11			
		Submit Assignment 02 on myUnisa on/before 9 April 2018.	Study workbooks 3-4
Week 12			
			Study workbooks 5-6
Week 13			
			Study workbook 7
Weeks 14 – 19			
			Revise all workbooks, look at previous examination papers on myUnisa and Tutorial Letters 101 and 202 *Examination begins 2 May 2018 and ends 14 June 2018

***The examination dates are subject to change, which means that you will have to adapt your study plan accordingly if any changes occur. Refer to *Study @ Unisa* for guidance on general time management and planning skills. Refer to the Academic Calendar for the examination date for HRM2603.**

Also find the schedule on myUnisa under Additional Resources (Study schedule).

APPENDIX D – SCHEDULE (SEMESTER 2 – 2018)

You need roughly between four and 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 HRM2603. We work on the principle that an assignment submitted by post will take seven working days to reach us. If you submit your assignment online, you can submit it on the due date, allowing you additional study time. Remember though that these are only guidelines; you should always work at your own pace and you may even prefer to draw up your own time management schedule, which is better suited to your particular situation. A study programme for the second semester is also provided.

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

Semester 2 (July – November 2018)			
Study guide	Prescribed book	Assignment	Preparation for the examination
Week 1			
Orientation: Read the tutorial letters, the foreword and orientation of the study guide, and the introduction to the topics in the study guide.			
Week 2			
Workbook 1	Study the parts in the prescribed book that are referred to in the workbook.	Complete the activities in the workbook.	
Week 3			
Workbook 2	Study the parts in the prescribed book that are referred to in the workbook.	Start with Assignment 01. Complete the activities in the workbook. Complete the self-assessment questions for topic 1.	
Week 4			
Workbook 3	Study the parts in the prescribed book that are referred to in the workbook.	Continue with Assignment 01. Complete the activities in the workbook.	
Week 5			
Workbook 4	Study the parts in the prescribed book that are referred to in the workbook.	Continue with Assignment 01. Complete the activities in the workbook.	
Week 6			
Workbook 5	Study the parts in the prescribed book that are referred to in the workbook.	Submit Assignment 01 on myUnisa on/before 20 August 2018. Start with Assignment 02. Complete the activities in the workbook.	

Week 7			
Workbook 6	Study the parts in the prescribed book that are referred to in the workbook.	Continue with Assignment 02. Complete the activities in the workbook.	
Week 8			
Workbook 7	Study the parts in the prescribed book that are referred to in the workbook.	Submit Assignment 02 on myUnisa on/before 10 September 2018. Complete the activities in the workbook. Complete the self-assessment questions for topic 2.	
Week 9			
TAKE A BREAK			
Week 10			
			Study workbooks 1-2
Week 11			
			Study workbooks 3-4
Week 12			
			Study workbooks 5-6
Week 13			
			Study workbook 7
Weeks 14 – 19			
			Revise all workbooks, look at previous examination papers on myUnisa and Tutorial Letters 101 and 202 *Examination begins 18 October 2018 and ends 14 November 2018

*The examination dates are subject to change, which means that you will have to adapt your study plan accordingly, if any changes occur. Refer to *Study @ Unisa* for guidance on general time management and planning skills. Refer to the Academic Calendar for the examination date for HRM2603.

Also find the schedule on myUnisa under Additional Resources (Study schedule).

APPENDIX E – WELCOME PAGE FOR HRM2603



Dear HRM2603 student,

Welcome to the 2018 myUnisa site for the Compensation Practices module.

Money is important to employers and employees alike. As you work through this module you will realise that there are many forms of compensation which are important to employees and you will also learn about the various challenges facing compensation professionals today. We hope that you enjoy your learning journey and that you find this module interesting and stimulating.

You can use this site to download study material, to talk to your lecturer and fellow students and also to access interesting additional information. This webpage is dedicated to supporting your learning for this module. If you make a regular habit of checking your Module web pages, you can take full advantage of the following features:

1. Go to *Official Study Material* and you should find PDF files for your study guide and tutorial letters. Any other documents provided by your lecturer will be available in the *Additional Resources* tool. In tutorial letter 101 you will find the prescribed book for this module.
2. We have also provided you with some *Additional Resources* where you will find links to interesting articles and websites and we will be updating these from time to time.
3. The *Discussion Forums* can be used to talk to your fellow students and we will monitor it from time to time and provide input when needed.
4. On the *Schedule* option you can check your official assignment and examination dates.

Other things you might find in your module webpage:

- We will make use of the *Announcements* tool to inform you about important course-related issues. When we add an *Announcement*, you may also receive an email reminding you to check the website.

We hope that you will take full advantage of these additional features to make your studies more exciting and successful. Please remember to also read all the tutorial letters, letters and communication that we send to you.

We invite you to make active use of the myUnisa forum and to contact us at any time, in writing or personally, to discuss any problems you may encounter with your studies. If you have any questions regarding the content of HRM2603, you are welcome to email me to make an appointment to discuss the matter either by telephone or face to face. My email address is: hyraam@unisa.ac.za. My office telephone number is: 012 429 2824. Should I not be available on the telephone, please leave a message with Ms Veeshnee Balkamund.

Best wishes

Mrs AM Furtak