Tutorial Letter 201/1/2018

Human Resource Maintenance and Retention
HRM2602

Semester 1

Department of Human Resource Management

IMPORTANT INFORMATION

This tutorial letter contains important information
about your module.

Define tomorrow.

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Dear Student

1   INTRODUCTION

We hope that you have made good progress by now in mastering the study material. We need to point out, once again, that the volume of work you have to master is huge. We strongly advise you to work through the course material and all the assignments carefully and thoroughly.

The purpose of this tutorial letter is to provide feedback on Assignment 01.

2   TUTORIAL LETTERS

This is the second tutorial letter for the year. By now, you should already have received the following tutorial letters for HRM2602:

Tutorial Letter	Contents of tutorial letter
HRM2602/101/3/2018	A word of welcome, purpose and outcomes for the module, where to start, important notice, communication with the University, student support system, names of lecturers, prescribed books and enquiries, tutorial matter, study plan, admission to the examination and format of the examination, compulsory assignments for students registered in the first semester, compulsory assignments for students registered in the second semester, self-assessment assignment (both semesters), guidelines for answering Assignment 03 (self-assessment)
HRM2602/201/2/2018 (this tutorial letter)	Guidelines for answering Assignment 01 and for the examination

If you have not received the first tutorial letter, send an e-mail to study-info@unisa.ac.za immediately. Tutorial letters are also available on the internet at myUnisa. We strongly recommend that you register for and use of myUnisa if you have not yet done so. You can obtain information about the system from the *Study @ Unisa* brochure, which you received on registration.

Lecturers are not able to send you duplicate copies of tutorial letters that have been lost in the post, as they do not have the facilities to do so. Contact the Despatch Department or alternatively, access the study material via myUnisa.

Remember that tutorial letters are the University's main means of communication and teaching. Therefore, you have to make sure that you have received all the tutorial letters for your module. Read and study all tutorial letters carefully and keep them in a safe place.

3   GUIDELINES FOR ANSWERING ASSIGNMENT 01

In Tutorial Letter HRMALL6/301/4/2018 we have provided extensive guidelines for answering assignment questions.

We trust that you have found Assignment 01 interesting and stimulating. The questions for this assignment were specifically designed to help develop your ability to apply the theory and principles and to further your understanding of the study material contained in Workbooks 1 to 5 of the HRM2602 study guide.

For the sake of completeness, the 20 questions are repeated below.

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

Linda is an extremely 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 from a turnover of only R1, 8 million to a total of 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, she really works hard every day but it feels like nothing she does is worthwhile. She also has been struggling with lung infections on a regular basis. Linda also suffers from headaches and Mavis has noticed that she has started drinking lots of coffee and is taking regular smoke breaks. As Linda's manager she thus suggests that she 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 as I cannot carry on like this. I am picking up weight and I do not have time to exercise as I am too exhausted!"

Question 1

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

1. Demotivation
2. Employee burnout
3. Eustress
4. Job stress

The correct answer is **option 2.**

To answer this question, you had to study section 12.2 as well as tables 12.4 and 12.5 of chapter 12 of the prescribed book.

Employee burnout is a state of physical, mental and emotional exhaustion combined with doubts about one's competency and the worthiness of your work. The signs and symptoms of burnout vary as indicated in tables 12.4 and 12.5. Unhappiness, feeling like nothing she does is worthwhile; struggling with lung infections, headaches, too much coffee, smoking and exhaustion Linda is experiencing are typical symptoms of burnout. Demotivation can be a symptom of burnout or stress whereas stress is any demand caused by physical, mental or emotional factors that requires coping behaviour. Eustress is a positive stress accompanies achievement and exhilaration.

Question 2

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

1. Unclear job expectations
2. Work environment that is not structured
3. Job expectations that are extremely demanding
4. Work overload

The correct answer is **option 4.**

To answer this question, you had to study section 12.2 and table 12.4 of chapter 12 of the prescribed book.

4

Linda has a high work overload, she holds a managerial position and is responsible for three retail outlets in three different provinces and has to attend monthly strategic planning meetings at the head office in Pretoria. Linda is a high performing and hardworking employee as demonstrated by the increase in her turnover. Therefore, unclear job expectations and monotonous work, a work environment that is not structured and job expectations that are clear or extremely demanding, are unlikely to cause Linda's burnout.

Question 3

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

1.   Wellness and substance abuse programmes
2.   Wellness programmes and addiction in the workplace
3.   Employee assistance and wellness programmes
4.   Substance abuse and smoking in the workplace

The correct answer is **option 3.**

To answer this question, you had to study section 12.3 of chapter 12 of the prescribed book.

Employee assistance and wellness programmes can help Linda overcome the problems she is experiencing. Employee assistance programmes (EAPs) are designed to help employees overcome job stress, personal problems ranging from substance abuse to stress and burnout, including emotional well-being, family or financial problems. An increasing number of organisations provide physical fitness facilities to improve employee health and morale as well as reduce job stress. Linda could also benefit from personal strategies such as extended leave as suggested by her manager.

Wellness programmes are designed to assist employees with their overall health, with the aim of preventing health issues in the future although they can also be applied to deal with existing health problems. Linda could benefit from personal strategies such as healthy eating and exercises to deal with her weight gain. The programmes also help educate Linda about health risks associated with smoking, coffee and obesity.

Substance abuse and addiction in the workplace includes alcohol and drug abuse as well as gambling. An alcoholic's non-performance such as above-average absenteeism, injuries, accidents and substandard levels of productivity and quality, represent costs to the organisation. The negative effects of smoking have been documented including damage to the non-smokers. Legislation in South Africa regulates smoking in public places and certain public outdoor places. Therefore, organisations have to ensure all buildings have smoke-free zones and provide a smoking area for its employees.

Affirmative action is an action intended to overcome the effects of past or present discriminatory policies and practices, or other barriers to equal opportunity.

Question 4

In the delivery of training and development programmes, it is important to primarily 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

The correct answer is **option 4.**

To answer this question, you had to study section 10.4.2 of chapter 10 of the prescribed book.

All of the above, motivation, feedback, application, participation and repetition are specific principles of adult learning. Training and development (T&D) practitioners can benefit from applying principles of learning when designing and implementing T&D programmes, because neglect or misuse of principles of learning can result in T&D failing to achieve intended results.

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

The correct answer is **option 2.**

To answer this question, you had to study section 10.4.2 of chapter 10 of the prescribed book.

Job rotation would be the most appropriate training and development technique to teach one new clerical employee how to run various computerised machines. It is a T&D technique that requires an individual to learn several different jobs such as running various computerised machines in a work unit or department by operating each machine for a specified time period. Lecture is a technique that takes place away from the job, to a large group of people in a timely manner. Simulation is a technique that takes place away from the production area on equipment that closely resembles the actual equipment used on the job whereas role playing allows participants to respond to specific problems they may actually encounter in their jobs.

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

The correct answer is **option 1.**

To answer this question, you had to study section 10.6 of chapter 10 of the prescribed book.

Power, relationship, technical and entrepreneurial skills would be considered when hiring a T&D professional. Refer to this section to learn more about how these skills are relevant for the T&D professional.

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 for 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, f
2. b, c, d, e, f, a
3. b, a, c, d, e, f
4. c, d, a, e, f, b

The correct answer is **option 4.**

To answer this question, you had to study sections 9.4.1 of chapter 9 of the prescribed book.

The following steps will be followed by Mila and her team in reviewing the performance appraisal system:

➢ Determine performance requirements
➢ Choose an appropriate appraisal method

➢ Train supervisors
➢ Discuss method with employees
➢ Appraise according to job standards
➢ Discuss appraisal with employees

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

The correct answer is **option 2.**

To answer this question, you had to study sections 9.12 of chapter 9 of the prescribed book.

Performance appraisal systems are designed to do more than fulfil some evaluative and developmental objectives. More specifically, Mila and her team will want the PA system reviewed to help determine merit pay increases and bonuses; comply with employment equity legislation and be easy to administer.

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

The correct answer is **option 4.**

To answer this question, you had to study sections 9.13.2 of chapter 9 of the prescribed book.

The steps of the interview format are as follows:
✓ prepare for the interview
✓ state the purpose of the interview
✓ indicate specific areas of good performance and areas that need improvement
✓ invite participation
✓ focus on development

After the slide "indicate the areas of good performance and areas for improvement", the next slide is to invite participation.

Question 10

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

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

The correct answer is **option 3.**

To answer this question, you had to study section 8.10.4 of chapter 8 of the prescribed book.

In the withdrawal career stage, individuals devote greater time to leisure and family. Frustration, stress and boredom may also characterise this stage. Refer to the section indicated above to learn more about the establishment, maintenance and advancement career stages.

Question 11 and 12 are based on the following scenario

Portia has been working in 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

The correct answer is **option 4.**

To answer this question, you had to study section 8.11 of chapter 8 of the prescribed book.

Portia is experiencing problems of career plateau which occurs when an employee has reached the highest position level he/she can possibly attain within the organisation with no future prospect of being promoted due to lack of skills, company restructuring or other factors.

A career ladder is the progression of jobs in an organisation's specific occupational fields ranked from highest to lowest based on level of responsibility and pay. Demotion essentially means to be reduced to lower grade, rank or position. Career dynamism relates to the changing nature of new careers versus the old careers that are characterised by stability (see section 8.9 of the prescribed textbook).

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

The correct answer is **option 2.**

To answer this question, you had to study section 8.10.2 of chapter 8 of the prescribed book.

Portia needs to assess her interests, aims, skills and abilities before making an appointment with the career counsellor. The second step is to collect information about existing and future opportunities in the organisation, followed by developing a strategy to achieve career goals. Attending a career planning course is a strategy to learn more about personally how to plan career goals.

Question 13

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

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

The correct answer is **option 3.**

To answer this question, you had to study section 12.3.2 of chapter 12 in the prescribed book.

A wellness programme is designed to assist employees with their overall health with the aim of preventing health issues in the future, whereas employee assistance programmes help employees to deal with personal problems, such as emotional well-being, substance abuse, job burnout or financial problems. Safety refers to the protection of the physical well-being of people to prevent injuries or accidents in the workplace. Diversity is any collective mixture characterised by differences, similarities and related tension and complexities.

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

The correct answer is **option 2.**

To answer this question, you had to study section 11.3.2 of chapter 11 in the prescribed book.

The broad-banding compensation technique collapses many pay salary grades into a few wide bands in order to improve organisational effectiveness, whereas a skill-based pay method is based on how many skills employees have or how many jobs they can perform. Green circle is a type of time-based system, which pays rates below the minimum of the pay range. Job enlargement is a change in the scope of a job to provide greater variety to a worker.

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

The correct answer is **option 2.**

To answer this question, you had to study section 9.3 of chapter 9 in the prescribed book.

When conducting performance appraisals, evaluative objectives are used to assess the effectiveness of recruitment, selection and placement systems, whereas developmental objectives encompass providing feedback and motivation for future performance. Behaviour is concerned with a specific way individuals conduct themselves in a specific job, which may lead to success or failure to perform.

Question 16

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

1. Critical incidents
2. Annual review file
3. Management by objectives
4. Essay method

The correct answer is **option 4.**

To answer this question, you had to study sections 9.7.4 and 9.7.5 of chapter 9 in the prescribed book.

- The essay method is a narrative performance appraisal used by appraisers to describe the employees' performance by specifying examples of strengths and weaknesses.
- Critical incidents make the appraisal process more job-related by focusing on two distinct areas: particularly outstanding or questionable employee behaviours observed and gathered during the year.
- An annual review file or calendar is kept by the supervisor to document an ongoing record of employees' critical incidents during the period of appraisal.
- Management by objectives rate performance on the basis of employee achievement of goals set by mutual agreement between the employee and manager.

Question 17

Joan is the HR officer at Creative Designers and he is busy with the organisation's yearly performance appraisals. He is not an objective rater because he lets factors that are not related to employees' job performance like sexual orientation, religion and family responsibilities influence his ratings. For example, he 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

The correct answer is **option 3.**

To answer this question, you had to study section 9.8 of chapter 9 in the prescribed book.

Here it is important to be aware of the different types of rater problems that are common during the appraisal process. Mina is guilty of rater bias, which occurs when a rater's values or prejudices (for example sexual orientation, religion or family responsibilities) influence rating during the appraisal process. Refer to the above section in your prescribed book for a more detailed description of all the rater errors.

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

The correct answer is **option 1.**

To answer this question, you had to study section 8.10.4 of chapter 8 in the prescribed book.

Career development is a long-term process, spanning an employee's entire working career with adjustments in career paths and enables career progression, whereas a career ladder is the progression of jobs in an organisation's specific occupational field ranking from highest to lowest based on levels of responsibility and pay. In the 21st century, boundaryless careers are followed as opposed to the traditional career path, where organisations are doing away with career ladders and creating flatter structures with people moving sideways rather than the tradition of upward movement (e.g., promotions) in the organisation.

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

The correct answer is **option 4.**

To answer this question, you had to study section 11.6.3 of chapter 11 in the prescribed book.

The HR practitioner would consider providing flexibility benefits, offering employees medical aid within a certain limit and provide funding for students who want to study further based on their progress, to review

the benefits policy of the organisation based on the management budget. Unemployment insurance is a benefit to employees required by law for all employees.

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 correct answer is **option 2.**

To answer this question, you had to study section 10.4.1 of chapter 10 of the prescribed book.

The training process includes four distinct but related phases: needs assessment, design, delivery and evaluation. Each phase is important for successful training and development and none can be omitted.

Exit interview and performance appraisals would be the most appropriate types of technique to conduct a training needs assessment to determine the reasons for high turnover of bank clerk recruits.

The T&D process begins with needs assessment at organisational level (aims to uncover major problem areas), operations level (aims to enable training personnel to create programmes that focus on the right way to perform a job) and individual level (aims to determine the extent and nature of an employee's training needs). Exit interviews may uncover reasons for high turnover and a need for T&D particularly in the area of supervision of new employees.

Performance appraisal is the process of evaluating how well employees perform their jobs when compared to agreed standards and then communicate the information to the employee. An assessment centre is a process that evaluates a candidate's potential management skills and job related strengths and weakness based on multiple-assessments techniques. A skills test is one way to collect data for individual analysis. It is a test of necessary skills, such as typing, computer programming or driving that can be used to measure T&D needs.

Assignment 01 was marked electronically. If you submitted this assignment, you will receive a statement from the University indicating your mark. Marks are also available on myUnisa (www.my.unisa.ac.za).

4   THE EXAMINATION

Refer to the guidelines and information we provided in **Tutorial Letter HRM2602/101/3/2018** on the lecturer's expectations of the examination, the format (also see section 4.1 below for important information), the composition of the examination paper, and hints for the examination. **Tutorial Letter HRMALL6/301/4/2018** also provides guidelines on answering examination questions.

We realise that distance education poses special challenges to you, the most intimidating of which is the examination. Some of you do not know how to answer examination questions in a way that would convince

the examiners that you have sufficiently mastered the prescribed material. We have therefore decided to provide you with general guidelines to help you prepare for the examination.

4.1 Format of the examination paper

1. Section A will be worth 30 marks of multiple-choice questions and section B will count 40 marks of long and short discussion questions. For more detail regarding the format of the examination paper, refer to **Tutorial Letter HRM2602/101/3/2018.**
2. Examination questions are based on the learning objectives for each chapter and the assignment questions. You must therefore meet the requirements of the specified learning objectives and assignment questions. Work through this tutorial letter, which contains the suggested solutions to the questions of the compulsory assignment.
3. The self-assessment questions are a means of testing your knowledge of the subject. Although these questions do not cover every possible aspect, they are excellent for revision purposes; therefore, answer them thoroughly. After studying each chapter, close your prescribed book and try to answer the self-assessment questions. This will help you identify sections of the work that you do not understand or on which you simply need to spend more time.
4. Do not merely memorise concepts in your study material. It is good to know definitions of all these concepts, but more important is to know and understand how these concepts are applied in a real work situation. That will help you when you have to give practical examples of the application of particular concepts in a real work situation.
5. Examination questions are derived from two main sources, namely the assignments and the learning objectives given at the beginning of each chapter. The assignments give you the opportunity to work through the relevant tutorial matter and to formulate answers referring to both the study guide and the prescribed book. In **appendix C** of **Tutorial Letter HRM2602/101/3/2018** and in subsequent tutorial letters, you are also given guidelines on how you should have answered the assignment questions and what you should have included in your answers. Make an effort to master this aspect of your studies so that you can confidently answer any examination question that may be based on this source. Since the learning objectives at the beginning of each chapter are used as a second source of examination questions, I recommend that you ensure that you have mastered them before moving on to the next chapter.

4.2 What you should study for the examination

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

4.3 Important points to remember

When writing an examination, it is important to remember the following:

- Make use of headings and subheadings, and write legibly.
- Read the questions carefully, and make sure that you answer the **whole** question.
- Be guided by the mark allocation for a question. Make sure that you include sufficient facts for the marks allocated to the question or subsections of the question.
- At the start of the examination, work out a timetable for yourself based on the number of questions you have to answer. Depending on how much each question is worth, allocate time slots for each question, and note the starting time for each.
- Remain calm. Do not panic. If you cannot answer all the questions, you can certainly do enough to pass, and even to pass well.
- Answer parts of all the questions instead of answering all of some questions and none of others. Keep to your timetable.
- Prioritise. For each question that you answer, ask yourself what the core of that question is or what the lecturers will expect you to answer. Give the most important information that is relevant to the question.
- Make sure that you fill in your personal details on the cover page.

If you follow the guidelines in this tutorial letter, you will be able to prepare yourself thoroughly for the examination, and you should have no difficulty writing the examination.

5   CONCLUDING REMARKS

We trust that this assignment has increased your understanding of the topics involved. Remember, it is essential for you to master the theory in this module, and to make sure that you can apply the theory when dealing with everyday problems in human resource or labour relations management.

You are most welcome to contact us about the assignments or about the study material. If you need to contact us with a query, try to formulate an answer to your query beforehand, so that we can use your ideas as the basis for an insightful discussion.

We recommend that you complete self-assessment Assignment 03, and that you include the feedback on Assignments 01 and 02 as part of your preparation for the examination.

We wish you success in your studies.

Kind regards

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