



WORKBOOK 00

Introduction and orientation

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Please note

Read this modules online document in conjunction with the **my Studies @ Unisa** brochure and Tutorial Letters **HRMALL6/301/4/2015** and **HRM2602/101/3/2015**.

I strongly recommend that you register for and use **myUnisa** (see the *my Studies @ 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 timetables and results, joining online discussion forums and many more.

Dear Student

1 WELCOME

Welcome to this module in Human Resource Maintenance and Retention. I hope that you will enjoy this interesting module and that you will be able to use the knowledge that you will gain from studying it for years to come!

Please note that this module is offered online. This means that study material for this module will be available on myUnisa. It is thus very important that you register to use myUnisa and visit the myUnisa module site regularly. You will be able to access study material and other content on myUnisa only if you have registered your my Life e-mail account. Keep your login and password details in a safe place as you will have to visit the site regularly. Through the HRM2602 module site, you will get access to the workbooks (the study material), discussion forums where you can talk to fellow students and me (your lecturer), other additional resources, frequently asked questions and relevant module-related information. We want to support you while you are studying this module and for this purpose we also provide some of the study material in print format. This includes the following:

- Modules online document (HRM2602/MO001/3/2015) (a printed version of all the workbooks for this module)
- Tutorial Letter 101 (HRM2602/101/3/2015) (you will find my contact details, your assignments and all administrative information in this document)
- any other relevant matters

This will allow you to read the core study materials, even if you are not online. Remember, the purpose of the printed study material is to serve only as a backup of the materials found online on myUnisa. This will help you to access your study material even during times when you don't have access to the internet.

Once you have activated your my Life e-mail account, log onto the HRM2602 myUnisa module site and start by reading the Home screen. You will find further instructions on this screen on how to proceed and start with this module.

I strongly believe that life is a journey – actually, a lifelong *learning* journey. At this point in your life, your learning journey includes HRM2602. We will be embarking on this journey together and you should view the workbooks as the “travel map” for this part of your travels.

How much you learn and gain from HRM2602 will depend a lot on how actively you engage with the study material. If you are going to be a more or less passive passenger, the chances are that you will miss out on a wonderful opportunity to develop a sound platform for improving your skills in human resource management (HRM). However, if you actively engage with the learning material, I am confident that you will grow and become increasingly competent in dealing with the challenges facing HRM in South Africa. I strongly encourage you to use workbooks as the basic infrastructure to help you along this part of your learning journey.

2 PURPOSE OF THE MODULE

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

3 LINK TO OTHER MODULES

This module does not stand alone. It is linked to the HRM2601 module and forms part of the entire qualification that you registered for. As such, it provides the basic information related to HRM. It is

important that you master the learning outcomes for this module. You also need to keep your study material and prescribed book as you will probably have to refer back to them in your further studies and working life.

4 LEARNING OUTCOMES

After completing this module, you should be able to

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

5 FRAMEWORK FOR THE MODULE

5.1 *Explanation of terms*

Any teaching and learning method requires the use of certain terms. To find your way through this workbook, it is essential that you take note of them. Terms used in this workbook are explained here.

Topic	Workbook	Learning outcomes
A topic represents a major component of the subject and tutorial matter. It consists of a number of <i>workbooks which are available in workbooks</i> and has a number of <i>learning outcomes</i> which indicate the standard or level of competence you should achieve in that topic.	A workbook is an identifiable section of a <i>topic</i> . Each topic consists of one or more workbooks which are available in workbooks.	In your studies you will be concentrating mainly on learning outcomes. In each topic, specific learning outcomes are formulated which you MUST BE ABLE TO DEMONSTRATE IN RESPECT OF THAT TOPIC . These specific learning outcomes are also linked to the activities in this workbook, the assignments and the examination. They are therefore a means for us to evaluate or assess your mastery of a specific topic.

MAKE SURE THAT YOU UNDERSTAND THE TERMINOLOGY USED IN THIS MODULE.

5.2 *Framework*

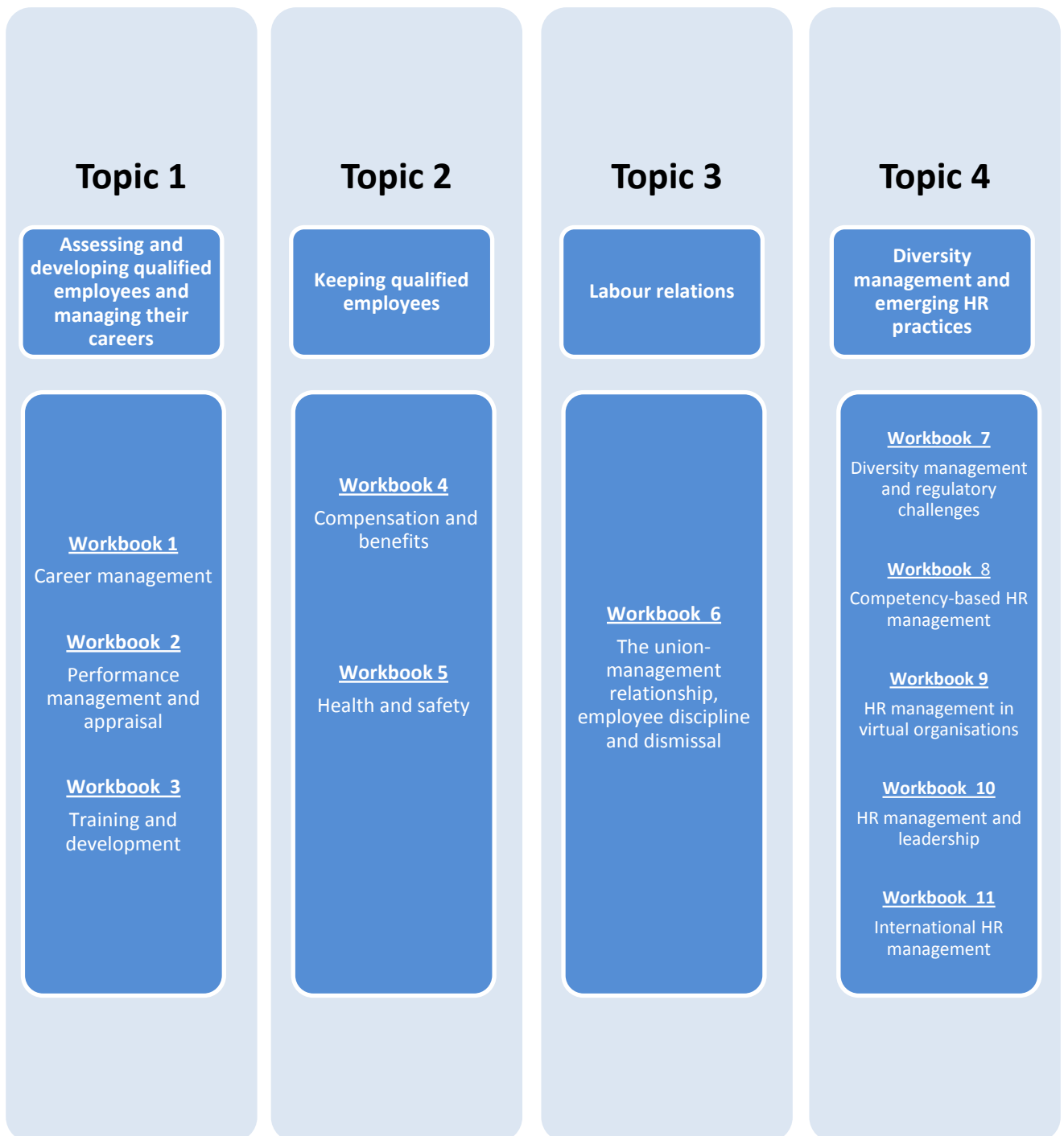
As indicated in HRM2601, the management of people is one of the primary keys to organisational success. Yet, ironically, in the past, little or no attention has been paid to this important resource. Finance, general management, marketing, production and research and development have tended to be the focus of attention. If we compare our success in HRM with that of organisations in other countries, we realise that South African organisations have a lot of room for improvement. In prosperous countries, human resources are considered to be critical to success. So, there is no doubt that proper HRM is essential in all organisations, be they in South Africa or any other country.

This brings us to the aim of HRM which can, perhaps, be summarised as follows:

Human resource management (HRM) is a specific organisational practice to help HR managers

and functional managers optimally apply and utilise the human resources of the organisation (or institution) in order to achieve the goals of the organisation (or institution). In other words, management can “use” or direct the people employed by the organisation to contribute to the organisation’s goals and objectives.

I can thus briefly summarise the aspects that we will be covering in this module as follows:



6 COMPOSITION OF THE LEARNING MATERIAL FOR THE MODULE

The learning material for this module consists of workbooks, a prescribed book (which you must purchase) and several tutorial letters which you will receive during the semester. The prescribed book is vitally important because you won't be able to complete this module successfully without studying it.

The following book is the prescribed book for HRM2602 (the same as for HRM2601):

Wärnich, S, Carrell, MR, Elbert, NF & Hatfield, RD. 2015. *Human resource management in South Africa*. 5th edition. London: Cengage Learning. ISBN 9781408074220.

Please make sure you purchase the correct edition of the prescribed book as the previous editions cannot be used. The book has been written in a straightforward and conversational style which will help you understand the numerous HR concepts. These are also highlighted in the book.

Always read the relevant workbook first and then study the relevant sections in the prescribed book – as indicated in the workbook – along with the learning material in the workbook. The learning outcomes also appear in the prescribed book. **You will see that I refer to the names of sections in the prescribed book and not page numbers or section numbers. Note that this includes all subsections of each main section as well. For example, in chapter 3, if I indicate that you should study the section with the heading “Managing diversity” (section 3.2 in the prescribed book), it implies that you also have to study subsections 3.2.1–3.2.10.**

In addition to the prescribed book, I encourage you to consult other sources, such as subject journals, newspapers and additional textbooks on this subject. You can also visit the course page for this module on myUnisa to find additional information.

7 PURPOSE OF WORKBOOKS

The workbooks serve as tools that you can use to master the learning outcomes of this module. If you look at the table of contents, you will see that it is divided into four main parts/topics. Each part/topic consists of workbooks. Remember that each workbook represents a chapter in the prescribed book. As you will soon realise, the workbooks were written to take you on a journey through the prescribed book. You dealt with some of the chapters in the prescribed book in HRM2601 and you will deal with the remaining chapters in this module. Although there are many pages in the prescribed book that will seem irrelevant, you'll soon find that mastering the content with the help of each workbook will make learning easy, understandable and FUN!

“How can learning ever be fun?” you may well ask. This is made possible by the main character of the workbooks – activities. The activities are included to demonstrate real-life situations – sometimes very humorous. By doing the activities, you will find that you understand the theory in the prescribed book better, and this will enable you to apply the knowledge in the book in practice! **You will also see that the activities will give you an indication of the sections that you need to study for the examination, as well as the sections that you need only read for the examination.** I also use situations that you can relate to in your personal life.

8 RECOMMENDED LEARNING PROCESS

8.1 *The workbooks and the prescribed book*

Tutorial Letter 101 and the workbooks will guide you through the learning material for this module. Work through the various topics here and the chapters in the prescribed book and develop an understanding of the content. Apply the content in different contexts by doing the activities or assignments and self-assessment questions – and look at these again when preparing for the examination. Once again, I would like to emphasise that you have to demonstrate that you have mastered the learning outcomes for the module. Some of the assignments will assess your ability to integrate a number of the learning outcomes. That is why it is very important for you to fully understand all the learning material. This will enable you to both apply and integrate the various learning outcomes.

This workbook will help you to understand the theory in each chapter if you do the activities in each topic and workbook. Remember that you can only memorise something once you understand it. I therefore suggest that you keep this workbook close by when working through the prescribed book. One of the best ways to make sure that you understand the material is to make a summary (in your own words) of the theory in the prescribed book. Do this one workbook at a time. Your notes or summaries should be

detailed and cover all the important aspects. This is important because you will use them when preparing for your HRM2602 examination. Also make sure that you use the appropriate subject terminology and that you understand all the basic concepts. In addition, to help you understand and remember the theory, you should also complete the self-assessment questions at the end of each workbook in this workbook, as well as all of the assignments set for this module in Tutorial Letter 101. I have provided guidelines for answering the self-assessment questions at the end of each workbook. Once you have done all of this, you should know the work, understand it and be able to apply it in practice.

You will need to spend at least 120 hours on this module. This includes approximately 40 hours reading and studying the learning material, 40 hours doing the activities and assignments and 40 hours preparing for the examination.

You may wish to read more widely than only the workbooks and the prescribed book. Remember that when you read information in the prescribed book or in other sources, you should not simply accept it blindly. Question the ideas and information you encounter, using what you have learnt in this module as a guideline.

To test your understanding of the ideas that you learn in this module, try to apply them to real situations.

8.2 *Importance of completing activities, assignments and self-assessment questions*

8.2.1 *Activities*

As I mentioned earlier, you will come across various types of activities in the workbooks:

- reflection on the work covered
- application of the work covered
- self-assessment questions

I believe that doing the activities and assignments is crucial if you want to complete this module successfully. The activities will help you to

- develop an understanding of the topic at hand and master the learning material and learning outcomes in a meaningful way
- improve your insight into the learning material by discovering things for yourself and assessing yourself by using the feedback provided on all activities

8.2.2 *Assignments*

The assignments for this module are provided in Tutorial Letter HRM2602/101/3/2015. Completing assignments is crucial to help you achieve the learning outcomes. By completing the essay assignments, you can apply the knowledge that you have learnt and obtain first-hand feedback from the lecturer. The assignment questions also give you an opportunity to apply the theory to a case study or a practical situation relating to your own workplace. In each assignment you will be informed of the outcomes to be assessed. You will also be provided with the assessment criteria so that you know what is expected of you and can prepare an assignment that will serve as a learning opportunity.

Details of the assignments, along with their associated assessment criteria and the format of and requirements for the examination, are provided in Tutorial Letter HRM2602/101/3/2015. A few weeks after the due date for each assignment has lapsed, you will receive a tutorial letter containing the answers to and guidelines for each assignment.

8.2.3 *Assessment questions*

At the end of each workbook you will find a list of self-assessment questions based on the work covered in that unit. I advise you to answer these questions diligently, since they give you the perfect opportunity




to prepare for possible examination questions. Do NOT consult the guidelines provided before you have attempted to answer each question yourself. Self-assessment plays a vital role in mastering learning outcomes and you should therefore make an effort to complete all the self-assessment activities in the workbooks. You will find most of the answers to these questions in the learning material covered in the workbooks and the prescribed book. According to the principles of outcomes-based education, you should not be faced with any nasty surprises in the examination. It's in your own interest to work through these self-assessment questions as well.







8.2.4 Assessment of the module

You will be assessed during the semester on your assignments and in the examination at the end of the semester against transparent assessment criteria that relate directly to the module outcomes. The assignment marks (year mark) together with your examination mark will make up your final mark. Further details of the assessment and examination requirements for this module are provided in Tutorial Letter HRM2602/101/3/2015.

9 USE OF ICONS

Here is an explanation of the icons used in the workbooks.

Icon	Description
	<p>Learning outcomes. This icon indicates what aspects of the particular topic or workbook you have to achieve and be able to demonstrate. In your studies, you will be concentrating mainly on achieving the set learning outcomes. For each workbook, learning outcomes are set which you must be able to achieve. These outcomes are also linked to your assignments and examination paper, and are therefore a means for me to evaluate your knowledge of a specific topic.</p>
	<p>Activity. This icon draws your attention to activities that you must complete to develop a deeper understanding of the learning material.</p>
	<p>Discussion forum. This icon replaces the typical face-to-face classroom and you are required to participate meaningfully on the myUnisa HRM2602 site to communicate with me and other learners on this website. The Discussion forums tool contains various forums or topics where you can communicate with me and your fellow students. Some of these forums will be linked to activities in the workbooks. Visit the discussion forums regularly.</p> <p>Under <i>General discussions</i> you can start communicating without waiting for anyone else to start. You can discuss issues relating to this course with others who are also on this website. Add any topic you wish to discuss in this general discussions forum.</p> <p>Only the lecturers or owner of this website can create other forums for specific discussion topics and you will find the forums listed there, as they are created. Click on the forum name to open up that forum and view the topics and messages inside. It's in these forum topics that you may be required to present evidence in each assignment that you have participated meaningfully in the discussion forums. You'll do this by means of a screen print attached to your electronically submitted assignment.</p> <p>Note that the discussion forums are intended for subject-related discussions. They can be compared to class discussions in a face-to-face classroom, where the lecturer or a student may ask a question and students then have the opportunity</p>

Icon	Description
	<p>to reply. The lecturer may then comment at the end or if there is a problem. You should therefore not expect a reply from me following every posting on the discussion forums. I will access the discussion forums at least once a week and comment where necessary. I will maintain a minimal presence.</p> <p>The discussion forums allow you to</p> <ul style="list-style-type: none"> • discuss and clarify critical issues in the subject area • share experiences and ideas with me and with your peers and • solve problems collaboratively • debate topical issues • raise critical questions about the topic under discussion • introduce the most recent developments in the subject area <p>The discussion forums should not be seen as a means of personal communication with me. E-mails or the <i>Course contact</i> tool should be used for this purpose.</p>
	<p>Feedback This icon indicates that you will receive feedback on your answers to the self-assessment activities and questions.</p>
	<p>Key concepts The key concepts indicate which terms or keywords are important for a particular topic or workbook.</p>
	<p>Read If I suggest that you read a certain section, it means that you should take note of the content because it contains useful background information or offers another perspective or further examples. You will not be examined on this material.</p>
	<p>Reflection The reflection icon requires you to reflect on the important issues or problems dealt with in the study material.</p>
	<p>Self-assessment When you see this icon, you will be required to test your knowledge, understanding and application of the material you have just studied.</p>
	<p>Study. This icon indicates which sections of the workbook and related material you need to study and internalise. The sections that you have to study are clearly indicated and form the basis for assignments and examinations. To be able to do the activities and assignments for this module, to achieve the learning outcomes and to be successful in the examination, you will need an in-depth understanding of the content of these sections in the workbook. To gain a deep understanding of the learning material, you must, firstly, accept responsibility for your own studies. Secondly, learning is not the same as memorising. You will be expected to show that you understand and can apply the information, not simply remember it. For this purpose, I have also included points for reflection throughout the workbooks. See this reflection as part of the studying process. It requires you to reflect on the important issues or problems dealt with in the workbooks.</p>

10 HOW YOU CAN ENSURE THAT YOU WILL BENEFIT FROM THIS MODULE

To ensure that you deliver the quality of work required to pass this module successfully, I suggest that you

- study the prescribed tutorial matter conscientiously according to the guidelines provided
- relate what you are learning to your work situation, if applicable
- plan your studies according to the time available and develop your own study plan; use the basic study programme in Tutorial Letter HRM2602/101/3/2015 as a point of departure
- use the workbooks and the prescribed book according to the guidelines provided
- accept responsibility for asking for assistance if you struggle with certain concepts, principles or processes
- submit the assignments on or before the due dates and study the feedback on assignments carefully to ensure that you understand the work properly
- complete the activities and assessment questions in the workbooks
- develop more than a superficial understanding of the concepts and principles in this module
- assess your own progress continuously by completing the activities and assessment questions and carefully study the feedback and guidelines on them
- apply your knowledge in practice
- make sure that you master each of the learning outcomes for this module

11 WHAT YOU CAN EXPECT FROM UNISA

You can expect us to

- provide you with updated and relevant learning material that is regularly compared with and benchmarked against similar local and international modules
- ensure that the learning materials are in line with the needs of industry and commerce by consulting regularly with the profession, industry leaders and government officials
- provide you with opportunities to develop competencies and skills at a certain level; the outcomes correspond to the National Qualifications Framework (NQF) level 6, and you will be assessed on the basis of the level descriptors of the NQF
- support you whenever you require assistance; you may contact me by making personal appointments, phoning me or sending me e-mails; I understand that studying through distance education is more challenging than attending a residential university
- provide you with clear indications of what we expect from you in terms of your assessment
- give you prompt feedback on assignments; I will return an assignment to you within three weeks of the due date if you submitted the assignment on or before the due date; I would like to encourage you to use myUnisa to submit your assignments

12 WHAT I EXPECT FROM YOU

I expect you to

- read all the tutorial letters and correspondence that I send to you or upload on the module site and to act upon these where required
- purchase and use the correct edition of the prescribed book
- submit assignments on or before the due dates as communicated in Tutorial Letter 101
- spend enough time on this module
- use myUnisa regularly
- prepare detailed notes/summaries well in advance for each workbook that you will be examined on
- prepare well in advance for the examination
- master the learning outcomes for this module
- understand the content of the module well so that you can apply the knowledge that you have learnt

13 CONCLUSION

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

Mrs N Takawira
HRM2602 lecturer
DEPARTMENT OF HUMAN RESOURCE MANAGEMENT