

Tutorial Letter 202/2/2015

Human Resource Information Systems and Technology

HRM3703

Semester 2

Department of Human Resource Management

PLEASE NOTE:

This tutorial letter contains feedback on Assignment 02.

BAR CODE

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Remember that the myUnisa module site for HRM3703 is an integral part of your learning. We encourage you to contribute to this site regularly. <http://my.unisa.ac.za>.

Dear HRM3703 Student

By now you should already have received the following tutorial letters for HRM3703:

TUTORIAL LETTER	CONTENTS
HRM3703 TUTORIAL LETTERS	
HRM3703/101/3/2015	Welcome, contact details for lecturer, assignment unique numbers and due dates.
HRM3703/201/2/2015	Guidelines for answering Assignment 01 and the examination.
HRM3703/202/2/2015 (this tutorial letter)	Guidelines for answering Assignment 02 and the examination.
HRM3703/MO001/2/2015	Printed version of learning units 00-09.
HRM3703/MO002/2/2015	Printed version of learning units 10-18, the assignments and the welcome page on the myUnisa module site.
All students registered for modules in the Department of Human Resource Management	
HRMALL6/301/4/2015	General tutorial letter from the department containing information about your studies in our department, expectations for assignments, how to approach case studies.
HRMALL6/302/4/2015	General tutorial letter from our department about the phasing out of our qualifications.
HRMONLI/301/4/2015	General tutorial letter from our Department discussing the modules to be offered fully or partially online in 2014, what does it mean for students to study in an online environment, how do I study in an online module.

If you have not received all of these items, contact Despatch, not your lecturer, or download them from the myUnisa HRM3703 module site. You can find contact details for Despatch in the *my Studies @ Unisa* brochure. Alternatively, you can log onto the Unisa website and click on Contact us. Several options will then appear, and you need to choose the correct one. Here is a link to this information:

<http://www.unisa.ac.za/Default.asp?Cmd=ViewContent&ContentID=17070>

1 INTRODUCTION

This tutorial letter contains the answers to and guidelines for completing Assignment 02. You should therefore find it extremely helpful. Note that this tutorial letter is also available under Official Study Material on the HRM3703 myUnisa module site. Please read through it carefully and also use it when preparing for the examination for this module. Remember that some of the questions in the

assignment were based on a case study. We have thus marked every assignment individually using the guidelines in this tutorial letter, but also taking into consideration the facts you provided. You may have added additional aspects and we gave credit for this where applicable. What is important is that you use the information in the case study as a point of departure, clearly substantiate your answers and ensure that you base them on the relevant theory that you studied in the prescribed book.

2 GUIDELINES FOR ANSWERING ASSIGNMENT 02

We trust you found Assignment 02 interesting and stimulating. The questions for the assignment were included in the Modules Online document HRM3703/MO002/3/2015.

LEARNING OUTCOMES

On completion of this assignment, you should be able to

- briefly discuss the elements that are important in the successful management of an HRIS implementation project
- discuss how social networks can be used to recruit talent
- explain how the use of guidelines for approaches to investment analysis will lead to a better HRIS project
- discuss the importance of continual maintenance of the HRIS
- discuss the basic elements of measurement, metrics and analytics
- differentiate between various structural approaches to HR administration service delivery and list its advantages

GENERAL GUIDELINES AND TECHNICAL REQUIREMENTS FOR THIS ASSIGNMENT

It is difficult to provide an exact **number of pages** that this assignment should consist of, but it should not exceed a total of **12 pages**.

Use **Arial/Times New Roman font**, size 11 or 12 pt.

Use standard **margin settings** of 2 cm for the top, bottom, left and right margins.

Use **single line spacing**.

Remember to include a **table of contents**, **introduction** (one for the whole assignment), **conclusion** (one for the whole assignment) and a **bibliography** (use the Harvard referencing method – refer to Tutorial Letter HRMALL6/301/4/2015 for more detail on this).

Submit this assignment in PDF format via myUnisa. If you need information on how to PDF a document, refer to Additional Resources on the HRM3703 myUnisa module site, subfolder Skills, then PDF converters.

Question 1

Read the case study at the end of chapter 11 in your prescribed book. Then answer the questions below. You will have to refer to chapters 8, 11 and 12 to answer these questions:

- 1.1 How would you recommend that Rudiger begin to develop an HRP programme? What are the steps that he needs to take? (8)**



STUDY

Refer to chapter 11 in the prescribed book to answer this question. Each student's answers were evaluated individually as some students might have had other views or points of departure. Credit was given where applicable.

Rudiger needs to develop a structured approach to the development of the HRP program. He can use the diagram in Figure 11.2 of the prescribed book. To explain this we will unpack this figure, other authors make use of slightly different terminology when they explain this process and if you search for additional information on this you might see different terminology or descriptions. In phase one the human resource planning objectives are set, here one would typically look at the demand and supply of the total number of employees (2 marks). During the second phase the HR Programmes are planned (1 mark), in other words the gap is determined between the demand and supply and the HR programmes (1 mark) should be planned in such a

manner that one can close the gap (1 mark). The last phase will consist of evaluation and control (1 mark). The programmes are implemented (1 mark). The results should be fed into the HRIS and this should have an impact on the objectives that are set for future and then evaluated to determine if it resulted in the desired outcome (1 mark). In order to accomplish this task of having an effective HRP program, Rudiger needs to use the project management guidelines and techniques discussed in Chapter 8. Thus, he needs to identify the people he needs to help him, the activities that need to be completed within a specific time line, and the budget he will need to develop the program (1 mark). (maximum 8 marks)

1.2 How should the problem with the job descriptions be handled? Should the unions be involved? (3)

This question required insight. Each student's answers were evaluated individually as some students might have had other views or points of departure. Credit was given where applicable.

Having the support of the union is critical in getting cooperation from the employees and their supervisors in updating the job descriptions, they should thus be involved (1 mark). The HRIS software is most likely capable of developing an on-line survey with current job descriptions for all job titles in the company (1 mark). On-line surveys can be sent to a stratified sample, within job titles, to employees and their supervisors with a request to check the accuracy of the job descriptions and make changes where necessary (1 mark).

1.3 Why do you think there are cost overruns? How could this have been avoided? (5)



STUDY

Refer to chapter 8 in the prescribed book to answer this question. Each student's answers were evaluated individually as some students might have had other views or points of departure. Credit was given where applicable.

There are cost overruns due to poor project management! (1 mark). This could have been avoided by using the tools and techniques of project management as discussed in chapter 8 of the prescribed book (1 mark).

When answering this question you should have applied the theory to the case study, some students might have made assumptions to answer this question and each answer was evaluated based on merit. (3 marks were awarded for this)

1.4 Why are there problems with implementation of the new software? (2)



STUDY

Refer to chapters 8 and 11 in the prescribed book to answer this question and general insight into the module. Each student's answers were evaluated individually as some students might have had other views or points of departure. Credit was given where applicable.

The most common problem is not involving the end-users in the development and implementation of the software, but rather, just "dumping it on them" (1 mark). A further problem is the lack of proper communication (1 mark). One should also keep in mind that most people do not embrace change and one way of reducing uncertainty is to communicate regularly that there are no uncertainties and that people know what to expect.

1.5 Rudiger sits on the train after work and starts thinking about recruiting top talent. He wonders whether social networking sites (SNSs) would be a good option. He phones you and asks for advice. Write a brief e-mail to Rudiger explaining how SNSs can be used and what the limitations are for recruiting top talent by means of SNSs. (7)



STUDY

Refer to chapters 11 and 12 in the prescribed book, and specifically the section “Recruiting top talent using social networking sites (SNSs)” in Chapter 11. Each student's answers were evaluated individually as some students might have had other views or points of departure. Credit was given where applicable.

In answering this question students had to include an e-mail that they would have sent to Rudiger (1 mark would have been awarded if the answer was in some e-mail format). A further 3 marks would have been awarded if you explained how social networking sites can be used (for example: Facebook, Twitter, Pinterest, LinkedIn). The last 3 marks would have been awarded for the indication of at least three limitations.

File	Message	Insert	Options	Format Text	Review	Adobe PDF
Cut Copy Paste Format Painter Clipboard Calibri (Body) 11 A⁺ A⁻ B <i>I</i> <u>U</u> Address Book Check Names Attach File Attach Item Signature Follow Up High Importance Low Importance Tags Zoom						
Send To... Cc... Bcc... Subject: SNS						
Dear Rudiger Following our conversation about social networking sites I thought that it would be beneficial to send the following explanation to you. You wanted advice whether social networking sites (SNSs) would be a good option to recruit top talent. I would like to explain the following to you: There are various SNSs such as Facebook, LinkedIn and Twitter these are mainly used for information flow and to connect with others socially. HR however also utilise these networks for recruiting and career development. In South Africa social media is not widely used for recruitment purposes but I will share a number of international examples with you. Read more in the link below about how L' Oreal uses social media to recruit top talent. They have a dedicated Facebook page, website and they make use of Twitter and LinkedIn. They even make use of YouTube. INTERNET RESOURCES/SEARCH THE INTERNET http://linkhumans.com/case-study/how-loreal-use-social-media-for-recruitment They thus make use of various platforms to spread the message and it happens at a much faster rate that printing advertisements. I must be honest there are also some challenges with this, especially in South Africa. Internationally it has been proven that social media are used to a larger extent by younger employees, there thus might be a potential challenge to recruit top talent as you might not reach the correct audience. If the target audience is recent graduates then social media might be more successful to recruit such candidates. In South Africa accessibility to this might also pose problems. Organisations should also have enough information on their company websites that will entice potential recruits to apply for positions when advertised and they should be interested to work for the organisation. One should thus be very mindful of this, potential candidates will very likely look at the company website first before they consider applying for the job. Have a look at the advantages and disadvantages that SHRM includes on this site, they also include items to consider for inclusion in a policy: http://www.shrm.org/templatestools/hrqa/pages/socialnetworkingsitespolicy.aspx						

I read an interesting book written by Kavanagh, Thite and Johnson called Human Resource Information Systems: Basics, Applications and Future Directions that you might find very interesting, this include among others the following list of questions to keep in mind when you are looking to recruit top talent:

- Does the website make it difficult to find the link to career paths?
- Does the link use the word “careers” or the phrase “job opportunities”?
- Are there employee testimonial videos or videos from senior-level executives discussing the company’s culture and mission?
- Is it easy to use the search engine to find specific jobs?
- Are there too many steps for an applicant trying to submit a resume and apply for a job?
- What is the process to contact the applicant after he or she has applied for a job?
- Is there any follow-up contact over a period of time?

In this same book the authors also discuss e-recruiting in chapter 12. I think you will learn a lot if you read this as well. I suggest that you read more about this, I have included some links for you.



INTERNET RESOURCES/SEARCH THE INTERNET

<http://www.robertwalters.co.uk/wwwmedialibrary/WWW2/country/united-kingdom/content/Whitepaper/using-social-media-in-the-recruitment-process.pdf>

The evolution of social media recruiting:

<https://www.recruiter.com/i/the-evolution-of-social-media-recruiting/>

We provide some “tips” for using social media for recruitment, we hope that you will find this useful in your job:

<http://www.cpapracticeadvisor.com/article/12105533/5-tips-for-using-social-media-for-employee-recruiting>

<http://booleanblackbelt.com/2014/01/14-tips-on-how-to-use-twitter-for-social-recruiting/>

To help you in your career we provide a link to a presentation where you can find practical tips and guidelines for social recruiting:

<http://www.slideshare.net/nitinkarkara/the-dos-and-donts-of-social-media-45870717>

Tips for recruiting with social media:

<http://www.imomentous.com/blog/simple-tips-for-recruiting-with-social-media/>

You will not be examined on the information included in the links above.

[25]

Question 2

Briefly discuss the guidelines that can assist the CBA team in approaching the analysis with an improved likelihood of making the best decision for the organisation. In your discussion include at least five guidelines. [10]



STUDY

Refer to chapter 8 in the prescribed book, you could have used table 8.1 as a point of departure. Each student's answers were evaluated individually as some students might have had other views or points of departure. Credit was given where applicable.

Before we answer this question it is important that you understand what a Cost-Benefit Analysis (CBA) is. In brief it refers to the financial analysis of the costs and benefits of implementing a new or even upgraded system. In our context it will refer to a CBA for a human resource information system in

other words what are the costs and benefits in financial terms for implementing a new HRIS or an upgraded HRIS.

There are CBA several guidelines that the authors discuss in the prescribed book. The first is that the objective for conducting the CBA is to improve organisational effectiveness (1 mark). The main objective of a CBA for an HRIS is not always to purchase or implement the new or upgraded system the focus should be on what will improve organisational effectiveness (1 mark).

The second guideline is that one has to be honest with oneself (1 mark). It is important to start the analysis with an open mind and not with the mindset that you have to justify the investment (1 mark).

Thirdly it is important that the focus should be on the functionality and not the specific hardware or software (1 mark). It would thus be important to ask what functionality the organisation wants to improve and then search for a product that can address this, not the other way around (1 mark).

The next guideline refers to the estimation of the benefits (1 mark), this should be done before examining the costs (1 mark).

The next guideline is referred to as “know your business” (1 mark), you might wonder what this means. In simple terms you need to understand the business of the organisation and also how the current processes in all the departments contribute to the accomplishment of the organisation’s objectives (1 mark).

Another guideline is to develop the best possible estimate (1 mark), a number of methods can be used to achieve this and one should guide against being too optimistic or conservative. Use the data available for this purpose (1 mark).

The last guideline refers to distinguishing between the analysis and how you package this for the decision-makers (1 mark). When justifying to the decision-makers there are several choices to be made about which sources of value to include and cost will play a role (1 mark).

Students should have chosen any 5 of these guidelines and briefly discussed the guideline. One mark was awarded for each guideline and one for the discussion.

Question 3

The continual maintenance of the HRIS is very important. Critically discuss this statement. [5]



STUDY

Refer to chapter 9 in the prescribed book.

After implementation the HR department needs to take the following steps to ensure proper maintenance and support of the system:

- Determine who will be responsible for the ongoing maintenance of the HRIS system and have this function report to the HR department.
- Make sure a help desk is established to assist end users with system questions, problems, and report-writing issues.
- Make certain that issues of data security and privacy are addressed, and policies and procedures regarding electronic data established and maintained, along with scheduled audits.
- Measure user satisfaction and acceptance in order to evaluate the effectiveness of the project and identify any areas for correction. These results can be used to diagnose problem areas and provide additional information or training to users.
- Finally, ongoing refresher training and advanced user training must be planned to reinforce the new system and processes as well as expand the knowledge of the users. User group meetings can be a good informal way of providing training support and information sharing.

Students received 1 mark for each of the aspects mentioned above and each individual answer was evaluated and marks were awarded where other appropriate aspects were included.

Question 4

Briefly discuss basic elements of measurement, metrics and analytics.

[10]



STUDY

Refer to chapter 7 in the prescribed book, the section “Measurement, Metrics and Analytics Basics”.

Organisations embarking on measurement and metrics have to firstly clarify which problems in the organisation are worth solving and what other opportunities exist to enhance organisational effectiveness.

The “why test” can be used to test the appropriateness of outcomes metrics. In simple terms this means that when the organisation is considering a potential outcome variable they should ask why they are interested in this particular outcome. (2 marks)

Only reporting on HR metrics is ineffective in terms of the improvement of managerial decisions (1 mark). Data on organisational outcomes only become useful when those that have to make decisions can attach a specific meaning to it (1 mark), it is thus important that data should be placed in context (1 mark). One example is staff turnover rates, when merely looking at a percentage the rate would not be meaningful, but when this rate is compared to previous turnover rates. In some job for example the turnover rate is known to be high, one such example is the publishing industry where it is not uncommon for sales representatives to move from one publisher to another regularly. (1 mark for an explanation or example)

Secondly one can benchmark (1 mark). This also provides context for the organisation’s metrics. In other words when we look at the example of employee turnover rates it would be useful to look at industry turnover rates or those of competitors as this might also provide insight. (1 mark)

Thirdly one also has to report what you find (1 mark). One should guard against merely reporting number to managers, they should be able to understand the meaning of the information and how it will impact their decisions (1 mark).

Students can earn one mark for each of the following if they have not earned the full 10 marks yet).

As indicated in the prescribed book HR metrics and analytics information can be reported in a number of ways. Usually, a combination of “push” and “pull” means of communication will work for most organisations. What does this mean?

	Push systems refer to systems where information is pushed to decision makers, for example email.
	Pull systems refer to systems where managers (for example) can access the information that they need at any point in time, for example metrics information available on the system.

It can also be accessed via dashboards or infographics, depending on what the organisation uses.

Dashboards represent one component of reporting and it refers to real-time analysis of organisational and HR processes and also an increased capacity to compute organisational data. To see examples of dashboards containing employee turnover information click on the link below:



INTERNET RESOURCES/SEARCH THE INTERNET

<https://www.google.co.za/search?q=infographic+employee+turnover&biw=1280&bih=619&tbm=isch&bo=u&source=univ&sa=X&ved=0CBsQsARqFQoTCK608vCtv8cCFcoKGgodKsMEoA#tbn=isch&q=dashboard+employee+turnover+images>

Infographs combine a number of data elements which may include pictures, graphs, tables and text that are used to help convey the information more effectively. To see examples of infographics on employee turnover click on the link below:



INTERNET RESOURCES/SEARCH THE INTERNET

<https://www.google.co.za/search?q=infographic+employee+turnover&biw=1280&bih=619&tbm=isch&bo=u&source=univ&sa=X&ved=0CBsQsARqFQoTCK608vCtv8cCFcoKGgodKsMEoA>

You will not be examined on the information in the two links above, the purpose for including these are to provide you with practical examples that will help you to understand the theory.

Question 5

Discuss self-service portals and shared service centres as structural approaches to HR administration service delivery and indicate the advantages of each one (10 marks). Look for two examples of HRIS vendors with self-service portals. Include two examples of transactions that employees can complete using the self-service portal. Many vendors have demos or they provide screenshots of what their systems offer. Find two such examples (8 marks) and discuss how the use of this can impact on the capacity of the HR department (2 marks). Remember to include screenshots of the portals and the two examples that you choose. You also have to properly reference these (if you need help with this look under Additional Resources on the HRM3703 myUnisa module site, in the Skills folder, then the three folders: How to make a screenshot, How to insert a picture in an MS Word file and also the Internet search skills folder). This is what you will see:

 [How to insert a picture in an MS Word file](#)

 [How to make a screenshot](#)

 [Internet search skills](#)

[20]



STUDY

This question refers to chapter 10 in the prescribed book and in particular the sections “Self-service Portals and HRIS” and “Shared-service Centres and HRIS”.

Self-service portals

A self-service portal is an electronic access point to an organisation’s HR information or HRIS, this can include company policies, payroll data for employees, their benefits and personal information (1 mark). One can usually access this via the organisational intranet and sometimes also from other locations and it requires a unique username and password to protect the security of the system (1 mark). This is normally referred to as single sign on where employees can complete transactions related to their own personal data. This is called employee self-service (ESS) (1 mark). These systems can be simple intranet websites where the users (employees) are allowed to for example access HR policies or it can be more complex where they are also able to update their individual records. One should be mindful

that this capability will have limitations as proof will have to be provided for aspects such as the change of a surname when someone gets married (a marriage certificate will have to be submitted in such cases) or adding a child as a beneficiary on the medical aid which will require the submission of a birth certificate (1 mark).

Some organisations also use the ESS for prospective employees, some organisations require applicants to complete forms online and submit their CVs that feed directly to the HRIS.

Another type of shared-services portal is the MSS (1 mark) or manager self-service and these helps managers to access extensive information about those that report to them and to perform a number of admin related tasks or view specific information (1 mark). Examples include accessing training history, uploading performance management related information and viewing and signing off leave applications (1 mark).

(maximum of 3 marks to be awarded for the discussion on self-service portals)

Self-service portals have a number of advantages including improving the speed and quality of service to employees and managers and simplifying routine inquiries and changes. It also has an impact on the satisfaction of employees because it can empower employees to access their own information and offering privacy. Another advantage is the fact that employee data are more likely to be up-to-date and accurate. Managers thus have access to more accurate and timely information which helps them to make better decisions. Over and above these advantages the workload of HR will be reduced as the employees can take care of simple transactions on their own without the involvement of HR, this does not mean that HR will not be involved at all. (maximum 2 marks)



INTERNET RESOURCES/SEARCH THE INTERNET

In this brief article you will find views on self-service portals (this is not for examination purposes)

<http://www.hrworld.com/features/self-service-hris/>

Shared-service centres

A shared-service centre (SSC) is a technology enabled HRM group that focuses on the creation of value due to the excellent service that they provide to internal customers whilst at the same time reducing cost due to their increased efficiency and continuous improvement. (1 mark)

Why is this needed? In general the need arose due to increased globalization of competitive markets. For organisations to compete successfully, organisations have to reduce cost by consolidating administrative transactions and providing excellent service. Coupled with this, the desire to control certain administrative structures centrally has to be balanced with the desired flexibility on the other hand (thus decentralization of the administrative structures). What does this mean in simple terms? One or more staff functions in an organization are concentrated into a unit that is managed like a business unit with the aim of improving efficiency, value generation and to improve services to internal customers. In the prescribed book a list of common elements of SCCs are identified. (maximum 2 marks)

For such centres to be successful they must be viewed as an independent business unit “selling” products to its customers at a reasonable price that they will be willing to pay. The internal customers are the managers in the various other business units if the SCC cannot reduce the cost and provide the required service they can easily be outsourced. The measuring of customer satisfaction is thus crucial as well as productivity levels, cost control and quality. Several principles to embrace are also described in the prescribed book. (maximum 1 mark)

(maximum of 3 marks to be awarded for the discussion on shared service centres)

There are several advantages of SCC for HR administrations which includes giving HR managers time to focus on delivering timely, high-quality transaction to fulfil their goals and also to remove artificial barriers, improving workflow and communication. The centre can thus focus on customer satisfaction, improving responses to customers which makes it possible for more specialised HR people to focus

on their activities. These centres can facilitate the development of measures of efficiency, quality their ability to contribute to the strategic goals. (maximum 2 marks)



INTERNET RESOURCES/SEARCH THE INTERNET

PWC shares what they have learnt from experience with SCC (this is not for examination purposes)

http://www.pwc.com/us/en/issues/efficient-shared-services-centers/assets/shared_services_qualifications.pdf

Students were required to find two examples of employee self-service transactions (for example how an employee can apply for leave using the HRIS or how an employee can update their personal details) and provide screenshots of these for including two examples with screenshots that are properly referenced a total of 4 marks are awarded for each example (thus 8 marks in total). Students should also indicate how these specific examples can impact on the capacity of the HR Department (1 mark for indicating this for each example – thus a total of 2 marks).

See the examples below (some demo video's are also included. Remember that we have no affiliation to any of these companies, we merely use them as examples):



INTERNET RESOURCES/SEARCH THE INTERNET

SAP example

<http://www.sap.com/solution/lob/hr/software/employee-self-service/index.html>

Sage example

<https://www.youtube.com/watch?v=1RCTcd3Vlc4>

Oracle self-service (application for leave and viewing your leave balance)

<https://www.youtube.com/watch?v=gxeDkCeEt58>

BambooHR (view from employee self-service and manager self-service)

<https://www.youtube.com/watch?v=cplkYEex1j8>

BambooHR (applicant tracking demo)

<https://www.youtube.com/watch?v=ns9WdyGbpJI>

You can also find a user manual in the link below:

<http://www.ccsdschools.com/EmployeeTools/EmployeeSelfService/documents/EmployeeSelfServiceUserGuide.pdf>

Kronos (examples of screenshots on their system)

<http://www.kronos.com/products/workforce-management-suite.aspx>

SentricWorkforce (demonstration)

<https://www.youtube.com/watch?v=pY-Z3erKO9U>

For the purpose of this assignment you could even have searched for examples on google, see the suggested link below:

https://www.google.co.za/search?q=employee+self-service+images&espv=2&biw=1280&bih=619&source=lnms&tbm=isch&sa=X&ved=0CAYQAUoAWoVChMIxqCCzsu_xwIVidYUCh0QXA0b

General

A further 5 marks will be awarded for the layout and technical presentation of your assignment. Please follow the guidelines provided in Tutorial Letter HRMALL6/301/4/2015.

[5]

2.1 What did we use to evaluate your assignment?

Marks for your effort were awarded on the basis of the assessment criteria listed in HRM3703/MO002/3/2015. You should have known more or less what marks to expect on the basis of these criteria.

Although you have already been supplied with the assessment criteria, we are repeating them in this tutorial letter for ease of reference (see the table that follows in section 2.3). The assessment criteria gave you an idea of what was expected of you in each of the assignment categories. If your answer met the criteria in a particular column, you should have earned the marks that reflect the standard of work indicated by those criteria.

2.2 Guidelines on how to approach this assignment

We recommend that you work through the following steps in answering the assignment questions:

- Study learning units 7, 8, 9, 10, 11 and 12 as well as the corresponding chapters in the prescribed book.
- Begin by **carefully studying the case study**.
- Make sure you have a clear understanding of the basic concepts and principles.
- Remember that you have to answer the case study questions as indicated in the assignment.
- Read the case study carefully and all the other questions.
- Do a search on the internet to find the required information.

2.3 Assessment criteria

Study the assessment criteria in the following table. They will give you an idea of what was expected of you in each of the assignment categories.

Poor performance (0 – 40%)	Average to good performance (41 – 70%)	Excellent performance (71 – 100%)
Question 1.1 (8 marks)		
• No recommendations on how Rudiger should begin to develop the programme • No/limited steps included	• Limited recommendations on how Rudiger should begin to develop the programme • Some steps included	• Suitable recommendations on how Rudiger should begin to develop the programme • All the steps are included
Question 1.2 (3 marks)		
• No/limited indication of how the problem should be handled or whether the unions should be involved	• Some indication of how the problem should be handled or whether the unions should be involved	• Clear indication of how the problem should be handled or whether the unions should be involved
Question 1.3 (5 marks)		
• Poor/limited indication of why there were cost overruns • Unable to make suggestions of how this could have been avoided	• Some indication of why there were cost overruns • Some suggestions of how this could have been avoided	• Clear indication of why there were cost overruns • Appropriate suggestions of how this could have been avoided
Question 1.4 (2 marks)		
• Unable to identify why there are problems with the implementation of the software	• Some reasons why there are problems with the implementation of the software	• All the reasons why there are problems with the implementation of the software
Question 1.5 (7 marks)		
• Unable to explain how SNSs can be used and what the limitations	• Limited explanation of how SNSs can be used and what	• Clear explanation of how SNSs can be used and what the

Poor performance (0 – 40%)	Average to good performance (41 – 70%)	Excellent performance (71 – 100%)
are for recruiting top talent by means of SNSs	the limitations are for recruiting top talent by means of SNSs	limitations are for recruiting top talent by means of SNSs
Question 2 (10 marks)		
Unable to discuss the guidelines that can assist the CBA team in approaching the analysis with an improved likelihood of making the best decision for the organisation	Limited discussion of the guidelines that can assist the CBA team in approaching the analysis with an improved likelihood of making the best decision for the organisation	Full discussion of five of the guidelines that can assist the CBA team in approaching the analysis with an improved likelihood of making the best decision for the organisation
Question 3 (5 marks)		
No understanding that continual maintenance of the HRIS is very important	Limited understanding that continual maintenance of the HRIS is very important	Proper understanding that continual maintenance of the HRIS is very important
Question 4 (10 marks)		
Unable to discuss basic elements of measurement, metrics and analytics	Limited discussion of basic elements of measurement, metrics and analytics	Clear discussion of basic elements of measurement, metrics and analytics
Question 5 (20 marks)		
- Unable to discuss self-service portals and shared service centres as structural approaches to HR administration service delivery and unable to indicate the advantages - Did not include two examples or included examples that are not relevant - Did not indicate how the use of this can impact the capacity of the HR department	- Limited discussion of self-service portals and shared service centres as structural approaches to HR administration service delivery and limited indication of the advantages - Included some examples or included examples that are not totally relevant - Limited indication of how the use of this can impact the capacity of the HR department	- Complete discussion of self-service portals and shared service centres as structural approaches to HR administration service delivery and good indication of the advantages - Included two good examples that are totally relevant - Good indication of how the use of this can impact the capacity of the HR department
Technical presentation and layout (5 marks)		
- Did not use headings and subheadings - Did not include a table of contents - Did not include an introduction - Did not acknowledge sources - Did not include a conclusion - Did not include a bibliography	- Did not use headings and subheadings - Did not include a table of contents - Did not include an introduction - Did not acknowledge sources - Did not include a conclusion - Did not include a bibliography	- Did not use headings and subheadings - Did not include a table of contents - Did not include an introduction - Did not acknowledge sources - Did not include a conclusion - Did not include a bibliography
General		
- Took little or no notice of the case study - Not aware of the meaning of the case study for the assignment - Evidence of understanding limited because student quoted verbatim from the learning units and/or prescribed book - Poor use of language - Writing style haphazard without paragraphs or a clear development of ideas - Did not follow the structure of the	- Understood the meaning and relevance of the case study - Analysed the meaning of the case study but did not apply it to the assignment - Adequate understanding of the relevant subject matter, but relied to some extent on study material - Language that of student—some mistakes made but did not affect the meaning - Style of writing easy to follow	- Fully understood the meaning and relevance of the case study - Analysed the deeper meaning of the case study and applied it to the assignment - Clear understanding of the subject matter— explanation in own words - Language that of student—few mistakes made but did not affect the meaning - Style of writing easy to follow and logical

Poor performance (0 – 40%)	Average to good performance (41 – 70%)	Excellent performance (71 – 100%)
assignment (e.g. by using headings and subheadings) • Style too much like a summary without fully developed ideas • Layout not neat and clear • No source references used or totally incorrect	but no clear development of ideas • Presentation followed a predetermined structure and format • Some ideas fully developed and substantiated • Overall impression one of neatness • Sources referenced, but incorrectly	• Presentation followed a predetermined structure and format • Ideas fully developed and substantiated • Overall impression one of neatness • Sources correctly referenced

Total = 75 marks, this was converted to a percentage

2.4 Common mistakes and tendencies in answering questions of this kind

Common mistakes and tendencies in answering questions of this kind

In similar assignment questions asked previously, we noticed the following common mistakes and tendencies:

- Some students copied information directly from the learning units and/or prescribed book without acknowledging the source.
- Others could not or did not link the theory to the case study.
- Some could not apply the information from the sources, such as the study material and prescribed book, to the practical situation of the case study/questions.
- Others could not explain how they would translate the theory into the practical tasks of dealing with the assignment questions, thereby losing valuable marks.
- Some students did not include the required screenshots or their screenshots were not clearly visible and they lost marks due to this.

What was important was that you had two examples, include visuals in your assignment as per our instructions, and indicate the impact on HR. Some students did not include visuals and others did not indicate the impact on HR. These students were thus penalised as they did not follow the instructions. Always read the instructions carefully (also in the examination).

2.5 Marking schedule

The following marking schedule was used to evaluate your answers. Please note that this marking schedule is aligned with the assessment criteria as communicated to you in Tutorial Letter HRM3703/101/3/2015 (which we repeated in this tutorial letter for you) and the MO002. It was essential for your answers to relate to the scenarios provided – purely theoretical answers would not have earned you high marks.

Points that should have been covered:	Marks allocated
Question 1.1 How would you recommend that Rudiger begin to develop an HRP programme? What are the steps that he needs to take? (8 marks)	
Unpack figure 11.2.	
Phase 1 (2 marks)	2
Phase 2 (3 marks)	3
Phase 3 (3 marks)	3
Identify people to help him	1
Question 1.2 How should the problem with the job descriptions be handled? Should the unions be involved? (3 marks)	
• Support of union is important	1
• The HRIS software is most likely capable of developing an on-line survey with current job	1

Points that should have been covered:	Marks allocated
descriptions for all job titles in the company (1 mark). • On-line surveys can be sent to a stratified sample, within job titles, to employees and their supervisors with a request to check the accuracy of the job descriptions and make changes where necessary (1 mark).	1
Question 1.3 Why do you think there are cost overruns? How could this have been avoided?	(5 marks)
• Cost overruns due to poor project management. • Avoided by using the tools and techniques of project management. • Apply the theory to the case study	1 1 1
Question 1.4 Why are there problems with implementation of the new software?	(2 marks)
• Not involving the end-users in the development and implementation of the software, but rather, just “dumping it on them”. • A further problem is the lack of proper communication.	1 1
Question 1.5 Rudiger sits on the train after work and starts thinking about recruiting top talent. He wonders whether social networking sites (SNSs) would be a good option. He phones you and asks for advice. Write a brief e-mail to Rudiger explaining how SNSs can be used and what the limitations are for recruiting top talent by means of SNSs.	(7 marks)
• Answer should be in the format of an e-mail. • Explain how social networking sites can be used. • Provide at least three limitations	1 1 1
Total for question 1	25
Question 2 Briefly discuss the guidelines that can assist the CBA team in approaching the analysis with an improved likelihood of making the best decision for the organisation. In your discussion include at least five guidelines.	(10 marks)
• Choose any 5 guidelines. • Briefly discuss each guideline	5 5
Total for question 2	10
Question 3 The continual maintenance of the HRIS is very important. Critically discuss this statement.	(5 marks)
• Determine who will be responsible for the ongoing maintenance of the HRIS. • Make sure a help desk is established. • Issues of data security and privacy should be addressed. • Measure user satisfaction and acceptance. • Ongoing refresher training and advanced user training must be planned.	1 1 1 1 1
Total for question 3	5
Question 4 Briefly discuss basic elements of measurement, metrics and analytics.	(10 marks)
The “why test Only reporting on HR metrics is ineffective. Data on organisational outcomes only become useful when those that have to make decisions can attach a specific meaning to it. Data should be placed in context Example You can benchmark Example Report what you find. Managers should be able to understand the meaning of the information and how it will impact their decisions.	2 1 1 1 1 1 1 1 1
Total for question 4	10
Question 5	

Points that should have been covered:	Marks allocated
Discuss self-service portals and shared service centres as structural approaches to HR administration service delivery and indicate the advantages of each one (10 marks). Look for two examples of HRIS vendors with self-service portals. Include two examples of transactions that employees can complete using the self-service portal. Many vendors have demos or they provide screenshots of what their systems offer. Find two such examples (8 marks) and discuss how the use of this can impact on the capacity of the HR department (2 marks). (20 marks)	
• Discussion on self-service portals. • Advantages of self-service portals.	3 2
• Discussion on shared service centres. • Advantages of shared service centres.	3 2
• Provide 2 examples (screenshots) and explain. • Indicate the impact on HR.	8 2
Total for question 5	20
Technical presentation and layout (refer to Tutorial Letter HRMALL6/301/4/2015 for more detail) • Table of contents • Introduction • Discussion – logical flow of information, acceptable spelling, grammar and use of language • Conclusion • Referencing and bibliography (remember we use Harvard referencing for this module)	5
Total mark for the assignment	75
Total percentage	100%

How did we mark your assignment?

You will notice that we have marked your assignment electronically, you will receive your marked assignment back via myUnisa and it will include comments and marks. The marked assignment will be available immediately once it has been marked and the mark you obtained will be captured on the system. No assignments are printed and posted back to students, we hope this easy access will also make it convenient for you. Refer to the images below, this is how we provide comments and indicate the marks that you have received. We recommend that you open the marked assignment and save it on your PC and then open the document in Adobe reader, this will enable you to view all the comments that we have included and you then also have access to this even if you do not have access to myUnisa.

How did we indicate marks?

In your assignment you will see marks allocated in the following manner. You will also notice a small sticky note, this indicates that the marker inserted a comment. The comments will be numbered in the block above the mark allocated. You will also see that the marker will use the following to mark your assignment the ticks will not necessarily add up to the totals in the circles do not count these and compare it to the marks in the circles. If something is incorrect it will be indicated as such. We use the symbols indicated below for this purpose.

The marks in the circles with the numbered comments will look like this:

Example of what to expect in terms of the onscreen marking and comments.

You will see ticks, these do not add up to the marks in the circles. Look at the marks in the circles.

This represents the number of the comment.

This sticky note contains the comment.

This represents the mark you obtained

You will also notice that two additional pages will be added at the end of your assignment. The second last one is added to indicate your results, you will see marks for each question and also the total of the assignment as well as the percentage obtained. See the example below:

RESULTS

Question 3 = 3

Question 5 = 5

Total = 8 / 75 (11%)

The marks for questions 1.1, 1.2, 1.3, 1.4, 2, 3, 4 and 5 will appear in your marked assignment together with the total and the percentage you obtained.

The last page to be added will provide a summary of the comments that the marker provided in your assignment. As indicated above these comments will be numbered chronologically as it appeared in the assignment and these will be listed on the last page as shown below (this is purely an example and does not related to the questions that you had to answer in your assignment):

COMMENTS

- | | |
|---|---|
| 1 | You provided a solid discussion on how project creep can be controlled. |
| 2 | The question required a critical discussion of the attributes of the website you chose, your discussion is not clear or sufficient. |

Take note that the comments are inserted sequential in this list, this corresponds with the order in which the comments appeared in your assignment. See the example on the previous page where we have indicated and explained the numbering of the comments.

The numbers allocated to a comment do not correspond with the question number

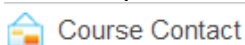
When you receive your marked assignment via myUnisa we recommend that you save it on your PC. To do this you have to firstly open the marked assignment, then save the document. This will enable you to view it using Adobe Reader and you then do not have to depend on system availability. Look at all the comments provided and compare your answers to this tutorial letter and the marking schedule we provided.

3 THE EXAMINATION

We have provided extensive information about the examination in Tutorial Letters 101 and 201. Read it carefully. Remember that there is also an examination discussion forum that you can use to discuss matters related to the examination with your fellow students.

No further guidelines can unfortunately be provided. Please take note of the information provided in tutorial letter 201 about the completion of the cover page of the examination paper and ensure that you follow these instructions and all the other instructions in the examination paper.

You are welcome to contact the lecturer if you need assistance with the module, use the course contact option on myUnisa for this purpose. It looks like this:



Course Contact

4 CONCLUDING REMARKS

We trust you found Assignment 02 interesting and stimulating and that you enjoyed completing it. All the best with your preparations for the examination! We hope you will apply all the knowledge that you have gained by studying this module. You should be able to think differently and a bit “outside the box” and come up with some solutions in your workplace that will make your HR job much easier.

If you in your future endeavours stumble upon any related information that you would like to share, you are welcome to send it to me. I wish you all of the best in your HR-related career – I’m counting on you to make a difference! **I wish you success in the examination!**

Remember, you are always welcome to contact me if you need assistance.

Kind regards

Mrs S Wörnich

Lecturer: HRM3703

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

UNISA

