

Tutorial Letter 101/3/2018

HR Information Systems and Technology

HRM3703

Semesters 1 and 2

Department of Human Resource Management

IMPORTANT INFORMATION:

This module is offered online. Please activate your myLife e-mail address and ensure that you have regular access to the HRM3703 myUnisa module site.

This tutorial letter contains important information on this module. Read it together with the information on myUnisa.

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Please note

Read this tutorial letter in conjunction with the **Study @ Unisa** brochure and Tutorial Letter **HRMALL6/301/4/2018**. It is strongly recommended that you register for and use **myUnisa** (see the *Study @ Unisa* brochure for details) as this will give you direct access to important information and allow you to perform tasks such as updating your personal information, submitting assignments, confirming receipt of assignments, obtaining assignment marks, obtaining examination timetables and results, joining online discussion forums and many more.



Dear Student

1 INTRODUCTION

Welcome to the world of human resource information systems (HRIS) and technology (HRM3703). As you progress in your journey through this dynamic module, you will soon realise how interesting it is – we believe that you will congratulate yourself on having chosen this module because of its relevance in this new electronic era and, of course, in the organisational context. Think about this: without people in organisations, nothing will happen. They have to be managed properly and managers can use HR information systems and technology to assist them in managing their employees, their productivity and keeping records. We hope that you will find this module stimulating and of practical value. As this field is ever-changing and evolving, we also encourage you to let us know if you discover new aspects related to this field. For this, use the drop box feature on the HRM3703 myUnisa module site (please don't use it for any other purpose). I would like to learn from you as well and I want to ensure that once you have completed this module, that you are aware of the latest developments in the field to use in your work environment. We will only be able to achieve this if we learn from each other.

We recommend that you start studying as soon as possible, as this module is not only intensive, but also very comprehensive. Buy your prescribed book as soon as possible! Ensure that you purchase the 4th edition of the prescribed book, NOT previous editions.

This tutorial letter (TL) refers to the module HRM3703. It contains information on the tutorial matter for the module, the purpose of and outcomes for the module, relevant contact details, resources, student support services, where you will find the learning units and study plan, how you will be assessed in this module and also frequently asked questions. As this module is offered mostly online, it is important that you read this tutorial letter thoroughly and then log on to the HRM3703 myUnisa site. Over and above the inventory letter and other items, you should also access the brochure *Study @ Unisa* via myUnisa, which contains important information. The Department of Despatch should supply you with the following **tutorial matter** for this module:

- Tutorial Letter HRM3703/101/3/2018 (this tutorial letter)
- A HRM3703 study guide (for those that perhaps enrolled for this module previously, you will recall that we made use of modules online documents or MO's – the study guide has replaced this)

You should also access the following tutorial letter on the HRM3703 myUnisa module site:

- a general tutorial letter: HRMALL6/301/4/2018

Feedback on assignments will be provided a few weeks after the due date of each assignment in tutorial letters that will also be uploaded on myUnisa. You will have access to feedback on the assignments for the semester that you are registered for. **We include a list of abbreviations/acronyms used in this tutorial letter in Appendix C of this tutorial letter together with a brief explanation of each one.**

2 WHAT DOES IT MEAN THAT THE HRM3703 MODULE IS OFFERED ONLINE?

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

2.1 myUnisa and myLife



You must get connected to myUnisa. This is an online system that you access via the internet at <http://my.unisa.ac.za>. You have to ensure that you have **regular access to myUnisa**. Plan properly to ensure that you submit assignments on time and that you work at a fast enough pace so that you can work through all the required study material. In the *Study @ Unisa* brochure you will find details on myUnisa. You can also go to <http://my.unisa.ac.za> – make sure you have a login and password.

Keep this in a safe place for later use. We use your myLife e-mail address as the official e-mail address to correspond with you so please access this regularly.

2.2 Study material

Due to the nature of this module you will find links to other sources and websites that you can access via myUnisa. In the study guide, you will find a limited printed version of the learning units on myUnisa **but you will still have to access the internet and the HRM3703 module site**. You can use the learning units on myUnisa and the study guide together with the prescribed book that you need to purchase. You can find the learning units referred to in the study guide via the learning units tool on the HRM3703 myUnisa module site. You can find additional resources referred to in the study guide under **Additional Resources** on myUnisa on the module site. Note that there is a book prescribed that you will have to purchase. Use the additional resources together with your prescribed book.

2.3 Assessment

You have to submit two compulsory assignments on/before the due dates. Refer to the appendices in this tutorial letter for the assignments – ensure that you complete the correct assignments for the correct semester. You will only be able to submit your assignments for this module online (in other words via myUnisa). The **examination** will be a venue-based examination. Find the preliminary and final exam timetables on myUnisa. You will only be admitted to the examination if you have submitted at least one of the compulsory assignments on/before the due date. Both assignments contribute towards your year mark.

2.4 Feedback on assignments

Guidelines on answering the assignments for the semester that you are registered for will be provided in tutorial letter 201 (Assignment 01) and tutorial letter 202 (Assignment 02). These tutorial letters will be available on the HRM3703 myUnisa module site. The feedback will be available a few weeks after the due date of an assignment. You will find comments in your marked essay type assignment that the markers will provide. The written assignments should be submitted in pdf format via myUnisa. Refer to the skills folder under additional resources on the HRM3703 myUnisa module site if you need help to convert a file to pdf. These assignments will be marked electronically and you can access the marked assignments via myUnisa. We recommend that you download and save the marked assignment to your device or computer for future use and reference.

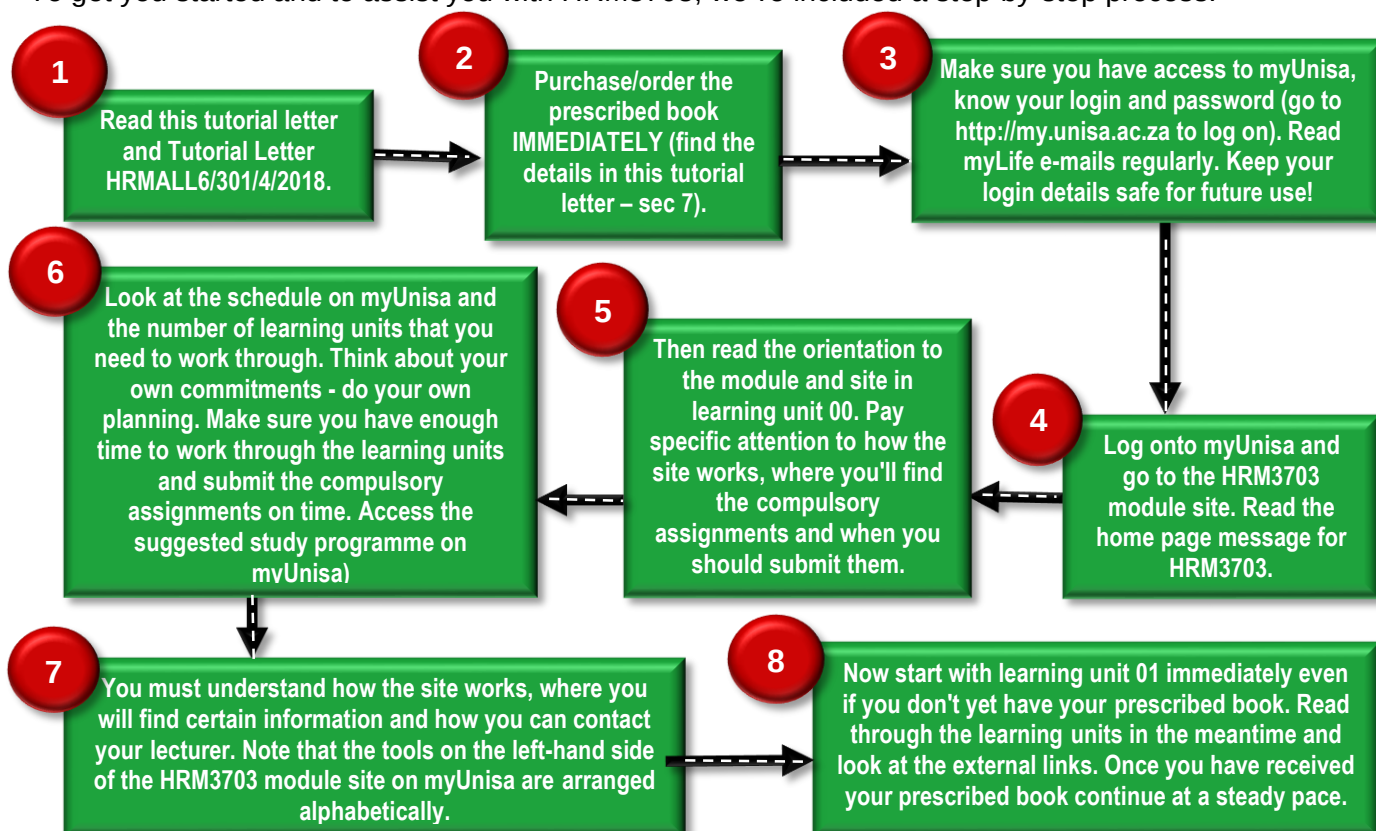
2.5 Prescribed book

Although this is an online module, you will need to use a **prescribed book** (refer to section 7 in this tutorial letter). This book is not included on the HRM3703 myUnisa module site. **OBTAINING A COPY OF THE PRESCRIBED BOOK SHOULD BE YOUR IMMEDIATE PRIORITY. REFER TO THE LIST OF OFFICIAL BOOKSELLERS AND ENSURE THAT YOU GET YOUR COPY AS SOON AS POSSIBLE (see section 7.1).**

3 WHERE SHOULD YOU START AND HOW SHOULD YOU APPROACH HRM3703?

You can find almost all of the information that you will need for this module on the HRM3703 myUnisa module site. This tutorial letter is merely to guide you on where to start and what to do. As we have mentioned, it's really important for you to connect to myUnisa and to use the site and the internet regularly. This might be the first time that you have enrolled for an online module. But if you have done online modules before, remember that how we do things in this module might differ slightly from other online modules that you have already completed. **To orientate yourself, we recommend that you read this tutorial letter, the welcome page on the HRM3703 myUnisa module site and learning unit 00 thoroughly (it appears in Appendix A in this tutorial letter).**

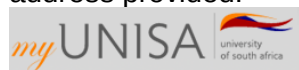
To get you started and to assist you with HRM3703, we've included a step-by-step process:



READ THE WELCOME PAGE ON THE HRM3703 MODULE SITE ON MYUNISA AND ALSO LEARNING UNIT 00 IN THIS TUTORIAL LETTER CAREFULLY AS THIS WILL TELL YOU EXACTLY WHAT YOU HAVE TO DO. CONTRIBUTE TO THE SITE AND STAY IN TOUCH WITH YOUR FELLOW STUDENTS AND THE LECTURER.

4 MYUNISA, MYLIFE AND THE HRM3703 MYUNISA MODULE SITE

Refer to the *Study @ Unisa* brochure for more information on myUnisa. This is essential for this module. To access myUnisa go to <http://my.unisa.ac.za>. If you are reading this tutorial letter online, and you want to go to this site now, either click on the visual below whilst holding down the control button or use the web address provided:



<https://my.unisa.ac.za>

4.1 myUnisa

Remember that there are tools available on myUnisa that you can access even before you login, such as Assignments, Examination, Important Links and the like. For the HRM3703 myUnisa module site, learning unit 00 contains information about “netiquette” and mutual expectations and general information that you need to know - read this thoroughly. We use specific icons in this module and we explain them in learning unit 00.

4.2 myLife

Part of the process of getting access to myUnisa is activating your myLife e-mail account. This is crucial, as all your official correspondence about this module will be sent to your myLife e-mail address. You can also forward e-mails from this address to any other e-mail address if you like. Refer to the *Study @ Unisa* brochure for more information on activating your myLife e-mail address and gaining access to the myUnisa module site. Check your myLife e-mails regularly because all announcements and other module-related communication will be sent to this address. **KEEP YOUR LOGIN AND PASSWORD IN A SAFE PLACE.**

4.3 HRM3703 myUnisa module site

The HRM3703 myUnisa module site has been populated and structured in such a manner that you should find it easy to navigate. We also want you to be able to find information quickly and easily. The **FAQ tool**

(frequently asked questions) is very handy, consult this when you have questions, we update this regularly. You can also post messages on the **discussions tool**, **several forums/categories** have been created, use the appropriate category for your particular posting. If we post related messages in the correct forum you do not have to waste time searching for the information that you need. See learning unit 00 where we explain the various discussion forums.

5 PURPOSE OF AND OUTCOMES FOR HRM3703

We have made the purpose and outcomes for this module available on the HRM3703 myUnisa module site in the Administration folder under Additional resources. For your convenience we are also including this below.

5.1 Purpose

If you need to develop a well-rounded and systematic knowledge base about the design, use and management of HRM-related technology, information and metrics systems in organisations, then this module is for you. People credited with this module demonstrate a specialised and detailed knowledge about and insight into the challenges, processes and practices involved in using technology, information and metrics to improve HRM in organisations. They understand how technology can provide relevant decision support mechanisms for HR decisions and supporting transactional HR activities.

5.2 Outcomes

The module outcomes are those outcomes that you must achieve in order to complete the module successfully and be effective in the workplace.



LEARNING OUTCOMES

You will have to achieve the following broad outcomes for this module:

- **Analyse and explain how developments in information communication technology impact on work and the management of human resources.**
- **Make meaningful contributions to the selection, implementation and improvement of appropriate human resource information systems (HRISs).**
- **Use the various HRIS applications to generate reports, make decisions and solve HR-related problems.**

In each learning unit you will also find learning outcomes for that specific learning unit. We use the icon above to indicate this as well. Remember that you receive these learning units in a print format in the study guide that you can also find under Official Study Material on the HRM3703 myUnisa module site.

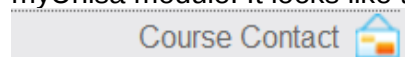
6 CONTACTING YOUR LECTURER AND UNISA

6.1 Contacting the lecturer

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

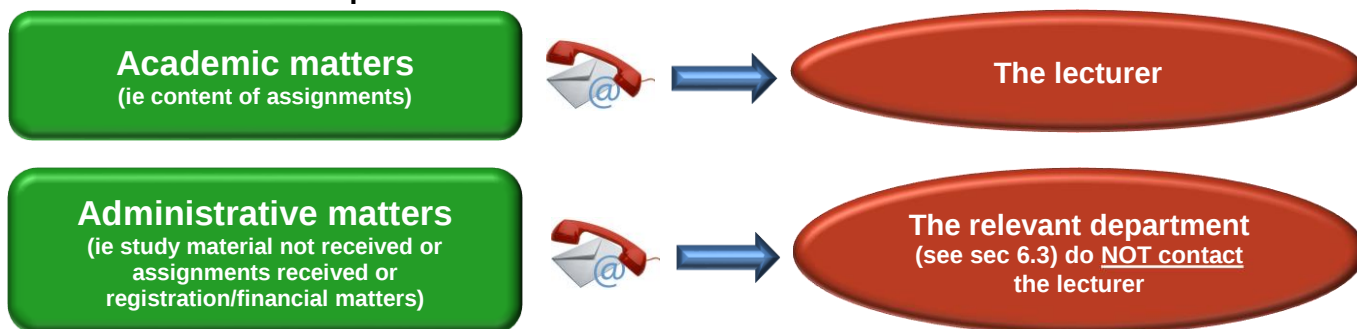
Ms S Wörnich	
Office number:	Unisa, Muckleneuk campus, AJH van der Walt Building, room 3-61
Telephone number:	012 429 8701
Fax number:	086 682 9261
Postal address:	The Lecturer HR Information Systems and Technology (HRM3703) Department of Human Resource Management PO Box 392 Unisa 0003

You may also contact me via the HR helpdesk (see details in section 6.2) **or** via the Course Contact option on myUnisa. You will find this option on the left-hand side once you have logged on to the HRM3703 myUnisa module. It looks like this:



Please do not send the same message to both the helpdesk and via the Course Contact option on the myUnisa module site. This may cause delays, as we then have to respond to duplicate enquiries.

Please address all **correspondence** about matters as follows:



The lecturer for this module will be available to take phone calls and answer e-mails on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, to avoid disappointment, make an appointment beforehand if you wish to visit the lecturer personally. Always have your student number at hand when contacting your lecturer.

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

6.2 Contacting the Department of HRM

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

Telephone number:	012 429 8701
E-mail address:	hrmacademics@unisa.ac.za (Always include your student number and the module code in the subject line of e-mail messages that you send to this e-mail address)

When you use this telephone number or e-mail address, your enquiry will be directed to the appropriate person. **Please do not send the same message to both the helpdesk and via the Course Contact option on the myUnisa module site. This may cause delays, as we then have to respond to duplicate enquiries.**

6.3 Contacting the university

Address any enquiries about administrative matters to the section concerned with your problem. Consult *Study @ Unisa* or Tutorial Letter HRMALL6/301/4/2018 about this. **Note the format required for e-mail/SMS correspondence. Always have your student number at hand when phoning the university. When in doubt you can go to the Unisa website (www.unisa.ac.za), click on Contact us, then on [Student enquiries](#).**

6.4 Contacting your fellow HRM3703 students

On myUnisa in the discussion forums we have created a **student lounge** (discussion forum 12) that you can use to contact fellow students. Several categories have been created and you can (if you like) form your own online study groups, or via WhatsApp, Skype, e-mail or whatever means you choose. The lecturers will **not monitor this lounge closely**, this is your space. Please consider everybody in these groups and keep the discussions in this forum and on the groups module related. To access the discussion

forums, click on the link shown here (it appears on the left-hand side of the HRM3703 module site on myUnisa):



You will also notice that we use an icon from time to time in the learning units on myUnisa to refer to the discussion forums:



SPECIFIC FORUMS HAVE BEEN CREATED FOR SPECIFIC PURPOSES, PLEASE USE THE CORRECT FORUM TO POST YOUR COMMENT OR CONTRIBUTION.

7 RESOURCES

7.1 Prescribed book

There is one HRM3703 prescribed book for this module, some of the official booksellers might also offer the book as an e-book, do your research and compare the various prices and offerings before you make a choice:

Kavanagh, MJ & Johnson, RD. 2017. *Human resource information systems: basics, applications and future directions*. 4th edition. London: Sage. ISBN: 978-1-5063-8653-9.

DON'T use previous editions of this book – make sure you purchase the fourth edition. PURCHASE YOUR BOOK IMMEDIATELY.

Prescribed books can be obtained from the university's official booksellers. Access myUnisa for the official booksellers that stock this book: Go to the myUnisa webpage (<http://my.unisa.ac.za>), click on Books on the right hand side (under important links) type in the relevant module code. Once you click on Display, you will find information on the prescribed book for the particular module as well as information on the booksellers. Information on the booksellers is also available in *Study @ Unisa* or go to the myUnisa webpage (<https://my.unisa.ac.za>). Alternatively, you can log on to the HRM3703 module site on myUnisa and click on the Prescribed Books link on the left-hand side:

Prescribed Books 

If you have difficulty obtaining the prescribed book from these booksellers, please contact the Unisa Prescribed Book Section as soon as possible at telephone number 012 429 4152 or send an e-mail to vospresc@unisa.ac.za for assistance. You will note that we use the following icon when we refer to sections in the prescribed book that you need to study:



7.2 Recommended books

There are no recommended books for this module.

7.3 Electronic reserves (e-reserves)

There are no e-reserves for this module.

8 WHAT STUDENT SUPPORT SYSTEMS/SERVICES ARE AVAILABLE FOR THIS MODULE?

8.1 Student support systems and services at Unisa

Various student support systems and services are available at Unisa (e.g. student counselling, tutorial classes, language support). Consult *Study @ Unisa*. You will also find information on the use of myUnisa and tutor support in Tutorial Letter HRMALL6/301/4/2018.



Should there be enough students enrolled for the module, an e-tutor might be appointed. You will then be linked to an additional myUnisa module site where you can interact with this tutor.

We encourage you to make use of this, participate and interact with the e-tutor and fellow students should this be available, from previous feedback students have indicated that this was really helpful for this module. **The lecturer is in close contact with the e-tutors.**

8.2 myUnisa

On the **HRM3703 module site** on myUnisa you will find many tools, including a link to contact me and the discussions tool that contains a **student lounge in forum 12**. You can use this lounge to talk to one another online about various matters. We have created specific categories for module-specific matters, such as assignments, examination, etc.

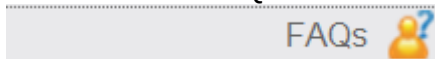
When posting discussions, please ensure that you use the correct forum (see sec 4.3). This also makes it easier for students to find information related to a specific topic or matter. Look at the forum numbers and names. You can use forum 12 to form your own on-line study groups with fellow students in the student lounge.

Also remember that there is a **help function on myUnisa**. It's a tab at the top. You can also use the "More" drop down menu if you need to access sites that are not immediately visible at the top or if you need help with the tools and the myUnisa environment.



8.3 Frequently asked questions (FAQs)

On the HRM3703 myUnisa module site you will find a number of FAQs. Go the site and click on the relevant link (on the left-hand side of the screen). Look at the FAQs on a regular basis as these will be updated when students contact us with questions. When you have a question for the lecturer, we advise that you first look at the FAQs as the answer to your question will probably be there.



8.4 Fraudulent and predatory providers of classes and examination guidance

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

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

9 HOW DO YOU KNOW WHEN SOMETHING IS DUE FOR HRM3703?

Given the limited time you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a suggested schedule or study plan for you. The study plan appears on the schedule on myUnisa (an MS Word version is available in the Administration folder under Additional resources on myUnisa). Assignment due dates are available on the schedule, and are also included in this tutorial letter. We refer to this schedule from time to time in the learning units using the following icon:



You can change the schedule to suit your particular needs but note that assignment and examination dates are fixed and cannot be changed. To find the schedule on the HRM3703 myUnisa module site, click on the following link on the left-hand side of the screen:

You can also refer to *Study @ Unisa* for guidance on general time management and planning skills.

10 ASSESSMENT

10.1 Assignments (formative assessment)

10.1.1 Assessment plan for HRM3703

Unlike residential universities, Unisa does not require students to write tests to gain admission to the examination. Assignments are used for this purpose. Assignments are important in determining whether you have studied the matter in the learning units and prescribed book systematically and can achieve certain objectives. At the same time, you become familiar with the standards applied at the university, broaden your knowledge of the module and gain valuable practice in answering questions. Two assignments are set for this module. **Both Assignments 01 and 02 are compulsory.** You must submit them to the university for assessment on/before the due date. They will contribute towards your final mark for this module. You may complete them after you have studied the relevant sections of the prescribed material. **You have to submit one of the assignments on/before the due date to gain admission to the examination.** Assignment 01 consists of multiple-choice questions, while Assignment 02 contains essay questions and/or case studies. **Find the assignments in an Appendix in this tutorial letter – different assignments are applicable to semester 1 and 2 therefore ensure that you submit the correct assignment for the semester that you are registered for.** Since you are expected to adopt a scientific approach to your assignments, study the guidelines for answering assignments and examination questions in Appendix B of Tutorial Letter HRMALL6/301/4/2018. Pay special attention to the key concepts for assignments and examinations, and the guidelines for answering case studies to ensure that you understand how to avoid plagiarism. Make sure that you meet the administrative requirements as outlined in this appendix before submitting assignments. Completing assignments provides an excellent opportunity to ensure that the work you do during the year contributes towards your final assessment mark. We therefore advise and encourage you to do every assignment (including the self-assessment assignments, which should not be submitted to Unisa for marking) and obtain a good mark in the assignments.

10.1.2 How are the year mark and final assessment marks calculated?

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

You earn a **year mark** by submitting Assignments 01 and 02 on time. Your marks for these assignments will be combined with your examination mark to calculate the **final assessment mark** for this module. The assignment marks will contribute a maximum of 20% (10% each) to the final assessment mark for the module, while the examination mark will contribute 80%. **Note that only the submission of one assignment on/before the due date is required for admission to the examination but we advise that you submit both.** The marks obtained for both compulsory assignments contribute towards your final mark. Therefore, although you will be admitted to the examination even if you don't submit all the assignments, you will forfeit 10% of your final mark if you submit only one. You must obtain a minimum of 50% as a final mark (this means the year mark and the examination mark combined) to pass the module. **Please take note of the subminimum rule at Unisa that applies to the final assessment mark (year mark combined with your examination mark).**

Subminimum rule

Note the following in the Unisa assessment policy. Irrespective of the year mark obtained, a subminimum of 40% must be obtained in the examination. If you obtain less than 40% in the examination, your year mark will not be taken into account when calculating your final assessment mark. In such an event only the mark obtained in the examination will be the final mark. You will therefore fail a module if your examination mark is less than 40%.

If you write a **supplementary examination**, your year mark **will be taken into account**. If you write an **agrotat examination**, the year mark **will also be taken into account**.

Students who write a supplementary/aegrotat examination do not submit assignments again during the semester that they will be writing the supplementary/aegrotat examination. Remember students have to qualify for a supplementary examination. See Tutorial Letter HRMALL6/301/4/2018 for more information on the calculation of your final assessment mark.

10.1.3 Where do you find your assignments?

The assignments are on myUnisa: go to Additional Resources, then Assessment and then Assignments (Formative assessment). **Both assignments are compulsory.** Each assignment has a unique number. Make sure you use the correct unique number when submitting assignments. **Note that different assignments are set for semester 1 and 2, submit the correct assignments. Submit both assignments for this module on myUnisa not by post.**

10.1.4 Format of the assignments

Assignment 01

Format of the assignment and where to find it	It comprises 20 multiple-choice questions (MCQ). You will be given four options for each question. Choose the option which you think is the correct (most appropriate) one. In other words, if you think that option 4 in question 1 is correct, then you select option 4 next to question number 1. Find the assignment in this TL or on myUnisa.
Guidelines for answering such assignments	If you need assistance in answering multiple-choice questions, refer to the <i>Study @ Unisa</i> brochure.
How do you submit this assignment?	Use the Assignments tool on the HRM3703 module site to submit your multiple-choice question assignment. You will only be able to submit it using this tool, you can also submit it using your cell phone but not via the post.
How can you check that we have indeed received your assignment?	Log onto myUnisa, then choose the HRM3703 module site, then click on the assignment tool on the left hand side, type in your student number and click on display.
How do we mark these assignments?	These assignments are marked electronically and you will receive feedback electronically. Compare your answers to the guidelines that we provide in tutorial letter 201 (you will have access to this on myUnisa a few weeks after the due date of the assignment).

Assignment 02

Format of the assignment and where to find it	Assignment 02 is a written assignment. Find the assignment in this TL or on myUnisa.
Guidelines for answering such assignments	Guidelines on answering essay-type/case study assignment questions are provided in Tutorial Letter HRMALL6/301/4/2018.
How do you submit this assignment?	You can only submit this assignment in pdf format. You can type your assignment in any word processor and then convert it to pdf. If you don't have a pdf converter, access one on myUnisa (look under additional resources on the HRM3703 module site in the skills folder). You can also scan your assignment to pdf format and submit this to us for marking. <u>You will only be able to submit this assignment via myUnisa and NOT by post.</u>
Should I resubmit the assignment when I see a resubmit button on myUnisa?	No , the resubmit button is there for you to resubmit an assignment only if you regard it necessary to replace the assignment that you have already submitted. This button will be available up until the due date of the assignment, thereafter it will no longer be available. Remember you can check if we have received your assignment or not, see the explanation above where we discuss assignment 01.
How do we mark these assignments?	These assignments are marked onscreen. Since you submit it in pdf format we mark it electronically and then also return it via myUnisa. You will see comments in your assignment and also marks allocated. Read this together with the feedback in tutorial letter 202 (that you will have access to this on myUnisa a few weeks after the due date of the assignment). We recommend that you download and save your marked assignment to your PC or device – it makes it easier when you perhaps do not have access to myUnisa and you want to look at your assignment.

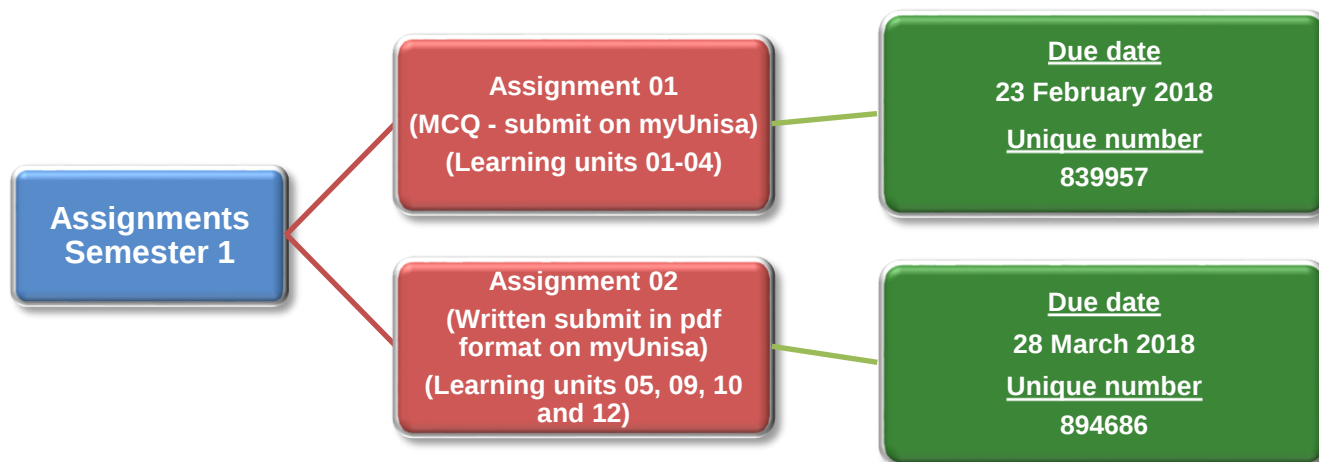
10.1.5 Unique numbers, due dates and material to be studied for assignments

Different unique numbers are provided for each assignment for each semester – use the correct one when submitting your assignments. The assignments have specific due dates as indicated below. A few weeks after the due date of each assignment, guidelines for answering the assignment will be made available in tutorial letters as mentioned before. Study these guidelines in preparation for the examination together with the other study material for this module.

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

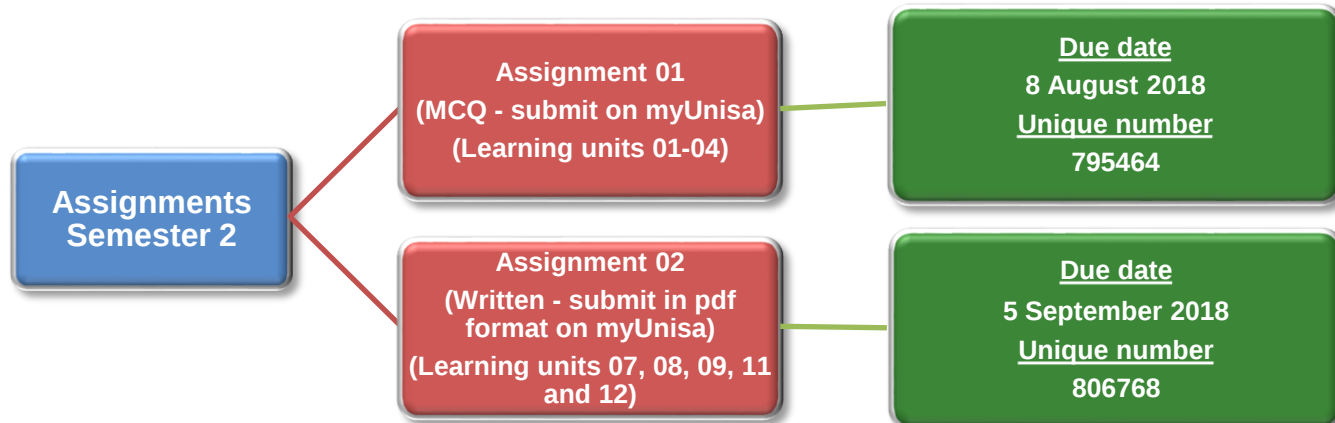
Semester 1

Two compulsory assignments are set:



Semester 2

Two compulsory assignments are set:



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

10.1.6 How and when should you submit your assignments?

Submit your assignments (01 and 02) on myUnisa. Remember that you can submit your assignments until 24:00 (12 o' clock midnight) on the due date of the assignment. However, we **advise you not to wait until the day of the due date before you submit your assignments** on myUnisa, as the system might be very busy or down for routine maintenance. The assignments and due dates can be found on myUnisa under Additional Resources, the dates on the schedule/study plan and in this tutorial letter.

To submit the assignments on myUnisa:

- Go to myUnisa (<http://my.unisa.ac.za>) and log in with your student number and password.
- Select the module that you want to submit the assignment for.

- Click on “Assignments” in the menu on the left-hand side of the screen and then on the assignment number and follow the further instructions.
- Once you have submitted an assignment, don’t resubmit (there is such an option available). Once the due date has lapsed, this option will no longer be available.
- You can check on myUnisa if we have received your assignments.
- When you submit the assignments, print or save the proof of submission page.
- Always keep a copy of your assignments.
- For assistance with submitting assignments online, first click on Assignments. You will find clear instructions on how to submit the assignment.

10.1.7 Who should you contact about the receipt of an assignment or marks obtained?

Enquiries about the receipt of assignments or assignment marks may be directed to the Directorate of Student Assessment and Administration (see *Study @ Unisa* for details). You can also check this yourself by accessing myUnisa.

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

10.1.8 How do you get your marked essay type assignments back?

You submit it online, we mark and return it online via myUnisa more or less 2-3 weeks after the due date. Once the assignment has been marked, it will be sent back to you electronically via myUnisa. We recommend that you open the marked assignment as soon as it becomes available and save it to your PC/device for later use. You will then have access to this even during times when myUnisa is down.

10.1.9 How do you obtain an extension for an assignment?

Due to the fact that the assignments are marked electronically and the guidelines for answering these assignments are also made available on myUnisa, we cannot grant extensions for assignments.

10.2 Examination (summative assessment)

The examination is your opportunity to demonstrate that you have achieved the learning outcomes of this module (see sec 5.2).

10.2.1 Requirements for admission to the examination

Admission to the examination is automatic provided you have submitted an assignment on/before the due date. Students who don’t submit an assignment on/before the due date will not be admitted to the examination. **No extension** for the submission of the assignments **will be granted**.

10.2.2 Format of the examination paper

The paper will consist of the following sections and is **based on the learning outcomes for the module that you can achieve by studying the fourth edition** of the prescribed book:

		Format of the questions	How many marks will this count?
The examination paper will consist of two sections	Section A (25 marks)	One compulsory case study with a number of questions about the case study, similar in format to the case studies included in the prescribed book	25 marks
	Section B (50 marks)	Four questions, of which you have to complete any two - some questions can be based on the case study in question 1	25 marks each
Duration of the paper		Two (2) hours	
Total number of marks for the paper		75 marks	

Section A consists of one compulsory case study.

Section B consists of three essay-/paragraph-type questions, of which you have to answer only two in the space provided in the examination paper. The questions will be similar in format to the discussion questions in the prescribed book and the assignment questions.

The examination paper will be a fill-in paper, which means that you will write your answers in the space provided. You will **not** be receiving a separate examination answer book for writing your answers. The questions can be subdivided into paragraph-type questions that don't necessarily relate to one another and can thus deal with a variety of learning units in one question.

This is a relatively new module thus limited previous examination papers will be available on myUnisa under official study material. Remember that the lecturers cannot provide you with the memoranda of previous examination papers.

10.2.3 Guidelines on preparing for the examination

What should you study for the examination?

Study chapters 1 – 12 and 14 – 17 in the prescribed book together with the same learning units for all the sections in the examination paper. **You will NOT be examined on learning units 13 or 18.**

Composition of the examination paper

- All the chapters and learning units will be covered more or less equally in the examination. Additional information about the examination will be provided in TL 201.
- The format of the case study will be similar to the case studies in the prescribed book in each chapter and those that are included in your assignments.
- The format of the essay-/paragraph-type questions (section B) will be similar in format to the theoretical assignment questions and also the discussion questions in the prescribed book at the end of each chapter. We will expect students to apply and integrate what they have learnt.

Please use the mind-maps that you compile during the semester for each learning unit as your point of departure when preparing for the examination. Go to Additional Resources, Assessment and then Examination (Summative assessment) for more information. We provide links to articles and the content on other websites on the HRM3703 module site on myUnisa. You do not have to study this content for examination purposes unless specifically indicated as such.

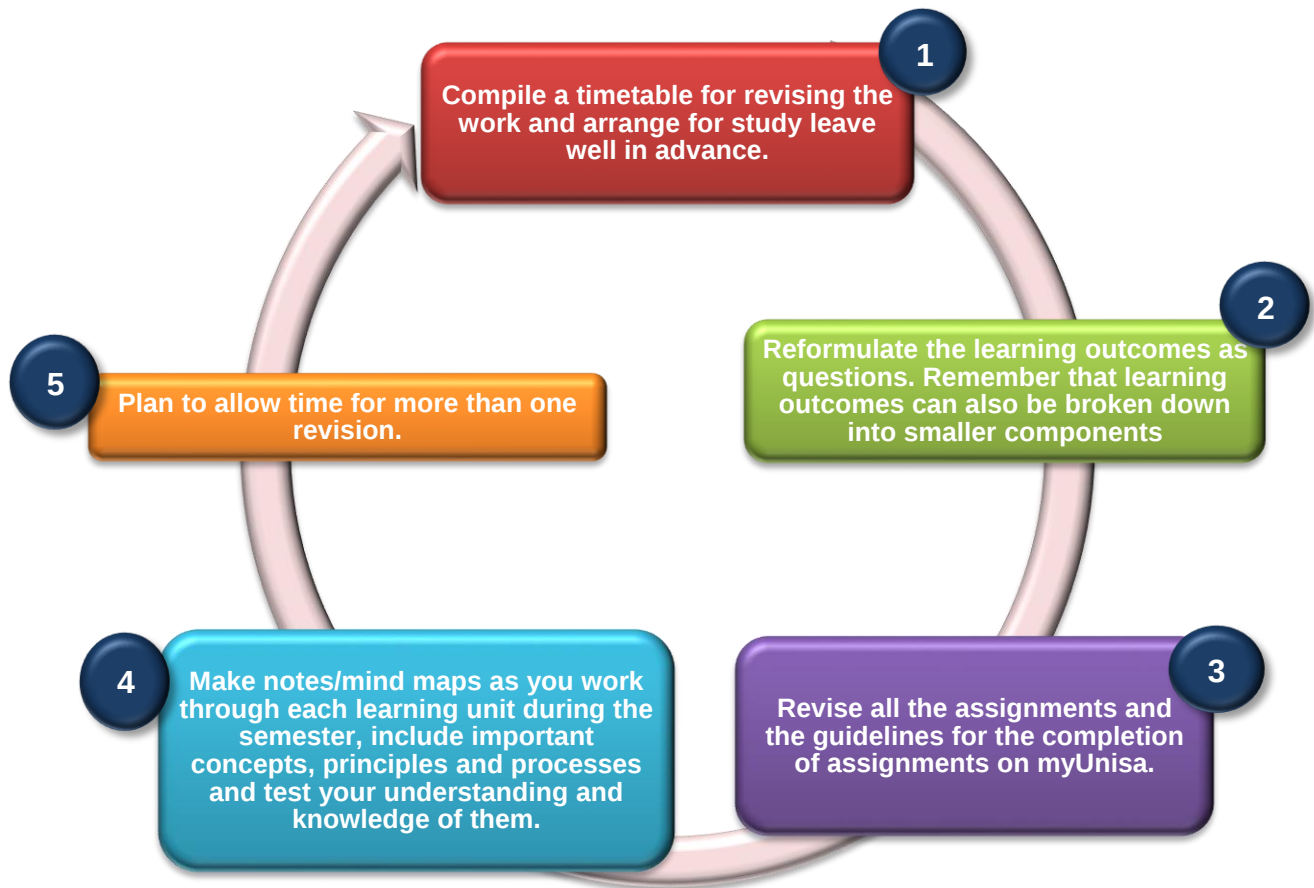
What else can you use to prepare for the examination?

By the end of the semester you would have completed several learning units, activities, assignments, self-assessments and reflections on the learning units. You can use these together with your study material and you can also use the mind maps that you have compiled during the semester for each learning unit to prepare for the examination. We use the following icon in the learning units on the HRM3703 myUnisa module site to show what you need to include in your preparation of the mind maps:



You will also find discussion questions at the end of each chapter in the prescribed book. You can use these when you want to assess whether you have mastered the learning outcomes for the module. Also refer to the self-assessment questions on the HRM3703 myUnisa module site. Please refer to the brochure *Study @ Unisa* and Tutorial Letter HRMALL6/301/4/2018 for general examination guidelines and examination preparation guidelines.

We strongly advise that you do the following:



10.2.4 Supplementary examination

Students who are admitted to a supplementary examination should take note of the following:

- **Semester 1 (S1) students**
First examination takes place during May/June 2018
Supplementary examinations take place during October/November 2018
- **Semester 2 (S2) students**
First examination takes place during October/November 2018
Supplementary examinations take place during May/June 2019

The format of the supplementary examination paper will be the same as indicated in section 10.2.2 in this tutorial letter. Take note of the calculation of your year mark and final assessment mark as indicated in section 10.1.2. Admission to the supplementary examination is NOT automatic. Refer to the *Study @ Unisa* brochure for more information. Remember it is your responsibility to check if the study material has changed.

Note that the year mark will be taken into account when writing a supplementary examination.

10.2.5 Final year students (FI students)

These students are identified by Unisa and not the lecturer. For more information please refer to the HRMALL6/301/2018 TL.

11 WHAT SKILLS DO YOU NEED AS AN HRM3703 STUDENT?

We expect HRM3703 students to have the same skills as any other third-year student at Unisa. You will also need basic computer skills. We have created a folder on the HRM3703 module site in Additional Resources where you can learn various skills if you have not already mastered them. Remember, we assume that you already have these skills. If you do, you do not have to work through the content in this folder extensively.

In this module we suggest that you use mind maps to make summaries. If you prefer to make summaries in another way, you can do this. In Additional Resources in the HRM3703 module site you will see a folder called Skills. There you will find various resources that you can use to acquire, for example, mind mapping and study skills if needed. We've also included a few other useful things, such as searching the internet, how to manage your time, making screen shots, how to pdf a document and how to do reflection. You can also use your own resources to acquire these skills.

Remember that at postgraduate level we offer our modules purely online, so you will need these skills.

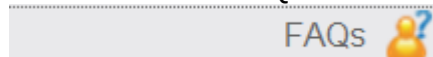
12 SOUTH AFRICAN BOARD FOR PEOPLE PRACTICES (SABPP)

The South African Board for People Practices (SABPP) regularly publishes an electronic newsletter called *HR Voice* and an *HR Factsheet*. We have created a subfolder **SABPP** on the myUnisa module site for HRM3703 where you can access the latest edition of this publication. As new editions become available, these will be added to this folder.

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

13 FREQUENTLY ASKED QUESTIONS (FAQs)

A number of FAQs and answers appear in Appendix C of Tutorial Letter HRMALL6/301/4/2018. These questions are relevant to all the modules offered by the Department of Human Resource Management. You will also find FAQs on the HRM3703 myUnisa site on the left-hand side of the screen as shown below:



Find the following categories (we may add more if needed):

- ▶ 01. Activities in learning units
- ▶ 02. Assignments
- ▶ 03. Drop box
- ▶ 04. Examination
- ▶ 05. General
- ▶ 06. Learning units
- ▶ 07. Liaising with fellow students
- ▶ 08. Prescribed book
- ▶ 09. Self-assessment
- ▶ 10. Study material
- ▶ 11. myUnisa

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

14 CONCLUSION

We know that you receive a lot of communication from the University but we would like to request you to take the time to read the information that you receive thoroughly as this will help you on your road to success.

Note the visual presentation below that provides a summary of the learning units that you will deal with in this module. As indicated in this visual, the last learning unit is not linked to a chapter in the prescribed book, but all the other learning units are.



You will often see this visual on the myUnisa module site (and in the study guide) and we will indicate our progress as well. Also note the various parts of the prescribed book has been grouped into parts and this will help you to understand how everything fits together. The learning units are chronological in order and we start with Part 1 of the book and the first chapter this is then also learning unit 01. Do not forget about learning unit 00 that you will find in this TL - read it thoroughly!

This field is changing daily and new information and developments become available. If you have interesting information or you find resources related to this module, new apps or systems or technology that you would like to share you can send these to me via the drop box tool on the myUnisa HRM3703 module site, please ensure that you also provide the source. I look forward to learn from you and be able to share this with your fellow students, by doing this we can ensure that you have knowledge of the latest knowledge in this field that you can use in the workplace! At the same time the World Wide Web changes daily and we would like to request that you inform the lecturer if you find any problematic web links on the module site.

We trust that you are full of enthusiasm and commitment! You are welcome to contact us if you have any problems with this module along the way. You are now ready to begin this exciting and interesting module. **I hope to see you often on the HRM3703 myUnisa module site.**

I wish you a very successful semester and I am excited to have you as my student!

Kind regards

Mrs S Wärnich

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
UNISA

APPENDIX A – LEARNING UNIT 00

This first learning unit has been created to guide you on your journey. Work through this thoroughly as it will help you to get started and also to navigate during your journey. The remaining learning units can be found in the study guide and on myUnisa.



WELCOME AND ORIENTATION TO HRM3703

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0.1 Welcome

We wish to welcome you as a student in HR Information Systems and Technology (HRM3703) and we hope that you will have an enjoyable, interesting and successful semester of study. **This module is only offered in English. You have to access the Internet and myUnisa regularly.** Before we start with the content of the module or tell you more about what the module entails, let us first look at the online environment, the module site and how it works.

Read this learning unit carefully this will show you the way and help you to know how to proceed and where to find what.

In this orientation (learning unit 00) we want to tell you how and where you should start and we want to make your journey an easy one. You have probably noticed the steps that you should follow that we included on the welcome page on myUnisa. **Read learning unit 00 thoroughly before you continue with learning unit 01.**

On the welcome page of this site you will see two phases containing a number of steps each that you need to follow (remember that these two visuals are also available under Additional Resources in the Administration Folder). Before we start looking at the actual site and how it works you may be wondering how one should engage online and if there are any guidelines, we will thus look at “netiquette”. What does this mean? Learn more in the next section.

0.2 How do we know what the “rules” of conduct are online?

What does netiquette mean? It refers to network etiquette or how we act and engage with each other on the module site, in simple terms perhaps the “do’s and don’ts” of online communication and engagement.

People normally know what the social rules of communication are when they are in face-to-face situations, but sometimes when they stare at the computer screen they forget that the people on the other side of the screen are real people and that they have real feelings and emotions. One should thus take care to communicate clearly in words exactly what you want to say because you don’t have the luxury of facial expressions, body language and non-verbal cues to correct something immediately if it is misinterpreted or misunderstood or to even know how people receive what you have communicated. Please familiarise yourself with some basic guidelines on netiquette (<http://www.learnthenet.com/learn-about/netiquette/>) by Virginia Shea which will provide you with useful information about online participation. You can also click on this link to learn more (<http://www.learnthenet.com/learn-about/netiquette/>). A part of this is also how we write, please refrain from writing in CAPITAL letters or **BOLD** people receive and perceive this as shouting in an online environment. Also look at this infographic about netiquette in online discussions this will really help us to set the stage before we start:

<https://teachonline.asu.edu/2016/04/teaching-good-netiquette/>

<http://elearninginfographics.com/15-rules-of-netiquette-for-online-discussion-boards-infographic/>

Now that you are familiar with this ...

When you are looking at the information online you will notice that the words “guidelines on netiquette” is in blue and underlined this means it is a hyperlink and you can thus just click on this link with the mouse whilst you hold down the CTRL button on your keyboard and an additional window will open on your PC that contains this additional information once you have read this you can simply close the window and carry on reading where you last stopped reading on the original window. When using a smart phone or tablet you can merely click on the hyperlink with your finger or stylist pen. Note that we use this extensively on this module site. Later in this document you will also find information on how to alert us in the event that you find a link that is no longer valid or working.

0.3 What is expected of HRM3703 students?

Now that you feel more comfortable about communicating in cyberspace after reading about netiquette, let us briefly look at what we expect from you.

What will help you to be successful in this module?

- Ensure that you have **access to myUnisa**. If you are not registered for this yet go to <https://my.unisa.ac.za>, then first claim your myLife e-mail address (keep the password and login details in a safe place for future use and reference). Once you have access to myUnisa log onto the myUnisa HRM3703 module site regularly (if you do not see the site when you log onto myUnisa remember you can click on the “more” option). We have uploaded under “Additional Resources” on the HRM3703 myUnisa site in the Administration folder guidelines on how to customize your myUnisa environment. To learn more about myUnisa refer to the *Study @ Unisa brochure* available on myUnisa.
- **Participate**. We need to see that you are online, so you need to do the activities – contribute to the discussion forums and blogs where required or use this to engage with your fellow students.
- **Schedule your time** to ensure that you work at an acceptable pace that will allow you to master the learning outcomes well before the examination. On your schedule you should also make provision for the submission of assignments and you can even insert the **preliminary examination date (remember this might change – look out for your final time table that will be mailed to you and it will also be available to print from myUnisa)**. We have compiled a suggested schedule you can adapt it to your specific needs but this is the minimum suggested pace that you need to work at find it under Additional Resources in the Administration folder.
- **Obtain the required prescribed book (correct edition). Make this a priority.**
- **Submit your assignments on/before the due date on myUnisa, assignment 02 should be in pdf format.**
- **Sharing is important**. We can learn from each other and with this dynamic environment new things become available almost daily. We would love to learn from you as well. Share with your lecturers and fellow students using the **Drop box** and the relevant discussion forums. Perhaps your

experiences and what you have encountered in practice, you need to be willing to share these stories with your fellow students. However, you will never be expected to share private information or information that makes you uncomfortable. So, share what you want to share and help us to learn from each other – also remember to ask permission first from your employer before you share what your organisation is doing or before leaving documents in the Dropbox for the lecturer to possibly share with the other students.

- **Ensure that you have regular access to the Internet and that you visit the HRM3703 module site on myUnisa regularly.** You will see that we require in this module that you visit websites, articles on the Internet and other sources where Internet access is required. As new information becomes available we will make this available on the modules site as far as possible.
- **Don't be afraid to try.** When you are participating online, we don't care about being 'perfect'. Of course, we expect you to use good academic language -- even in your emails and online discussions. This is NOT an sms, Mxit, Twitter or Facebook... Be formal and remember that you are 'speaking with' your lecturers and fellow students.
- **Embrace technology and electronic media.** An important part of this module is learning from others and their experiences, other sources and we also realise that some of you are not full time employees or you may be working at a smaller organisation where they do not use an electronic HRIS. We also do not have the luxury of being together in a computer lab where we can practically demonstrate how HRIS and technology work - we thus rely on other sources such as YouTube videos, links to articles or information submitted by the students. **Please note that Unisa has no affiliation with the vendors or employers that we refer to or use as examples we merely provide you with examples that you can learn from it and bring practice and theory together.**
- **Ask for help.** Don't be afraid to ask questions if you don't understand something. Whether it is your first time that you enrol for an online module or not we expect you to have questions. You can ask your fellow students or your lecturer if you have problems with anything in the module. Go to the relevant discussion forum (click on "discussions" on the HRM3703 myUnisa module site – there are various categories where you can post questions), or click on course contact and send an e-mail to the lecturer. If we receive a question from a student that may be of value to other students as well we will add this to the frequently asked questions (FAQ) tool, so visit this tool regularly.
- **Integrate theory and practice.** It is vital for you to be able to do this. One way for us to assess this is by means of case studies. Find information on how to deal with case studies in tutorial letter HRMALL6/301/4/2018.
- **Connect with your fellow students via the student lounge on the HRM3703 module site.** Support each other in your journey we have created a student lounge just for you. You can decide to take part in support groups via WhatsApp, e-mail, Skype or other methods whatever works for you – see discussion forum 12.
- **Let us know if any links are no longer functional.** This will help us to ensure that your learning experience is worthwhile as the Internet is ever changing and we cannot check every link every day - we really rely on your assistance with this.
- **Read all instructions on the module site carefully and those provided in your learning material.** This will help you to master the learning outcomes and it will point you in the right direction.

0.4 What can you expect from the lecturer?

We will monitor the myUnisa site regularly and respond to all enquiries as soon as possible. Use the course contact option via myUnisa to contact the lecturer. The lecturer will look at the discussion forums every one to two weeks and provide comments and inputs where needed. The FAQs will be updated as and when needed as questions arise from students or when new information becomes available. We will provide you with feedback on your assignments and in our feedback tutorial letters (201 and 202) and we trust that you will be able to use these when you prepare for the examination. Assignments and the examination will be assessed according to the Unisa/CEMS assessment policy and guidelines.

We will also add additional information and new developments in the HRIS field as they become available look at the Additional resources on the site. Your lecturer is ready to also learn from you so please share your experiences.

0.5 What tools will be used on the HRM3703 module site?

When you read through the welcome page we ask you to click on some of the tools but we do not explain all the tools in detail. We will do this in this orientation.

When you have logged onto myUnisa and you have selected the HRM3703 myUnisa module site you will see more or less the following (this is an example of the semester 1 site for 2017, the information in the orange block highlighted below will for you be either HRM3703-18-S1 or HRM3703-18-S2 depending on the semester that you are registered for):



myUNISA university of south africa

My Workspace HRM3703-17-S1 HRM3703-17-S2 myUnisa Help Logout

My Students Course Admin HRM3703-16-S1 HRM3703-16-S2 View Site As: More Sites

Home Additional Resources Announcements Assessment Info Blog Course Contact Discussions Drop Box FAQs Learning Units Official Study Material Prescribed Books Recent Announcements Schedule Self Assessments Site Info Statistics

Welcome Message

Edit Message

HRM3703
HR Information Systems and Technology

Dear HRM3703 student

Welcome to the HRM3703 module and our dedicated module site! You've made an excellent choice by enrolling for this module. Before we start, please take the time to familiarise yourself with this site and how it all works. You're probably used to receiving printed study material from Unisa on a regular basis, but for this module you'll only receive a Tutorial Letter 101, HRMALL6/301 and HRMONLI/301 together with two Modules Online documents (MO001 and MO002) the 101 and the MO documents will be in print, the others will only be available electronically on this site. All other items will only be available on this module site. Remember this module is only offered in English. **Because this module is offered mainly online, regular access to the internet, your myLife e-mail account and this module site is crucial.**

You may wonder **"Where do I start?"**. We've categorised the steps that you have to follow into two phases. **Before you start with these, order your copy of the prescribed book first.** Let's start with the first phase of your HRM3703 journey, which will help you to familiarise yourself with this site and set yourself up to start your studies.

Calendar

Options

July 2017

Sun	Mon	Tue	Wed	Thu	Fri	Sat
25	26	27	28	29	30	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

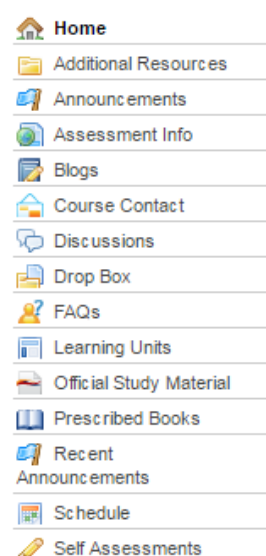
Recent Announcements

Options

Announcements (viewing announcements from the last 10 days)

There are currently no announcements at this location.

For HRM3703 we will be making extensive use of a number of "tools" on myUnisa (as shown).



Home

Additional Resources

Announcements

Assessment Info

Blogs

Course Contact

Discussions

Drop Box

FAQs

Learning Units

Official Study Material

Prescribed Books

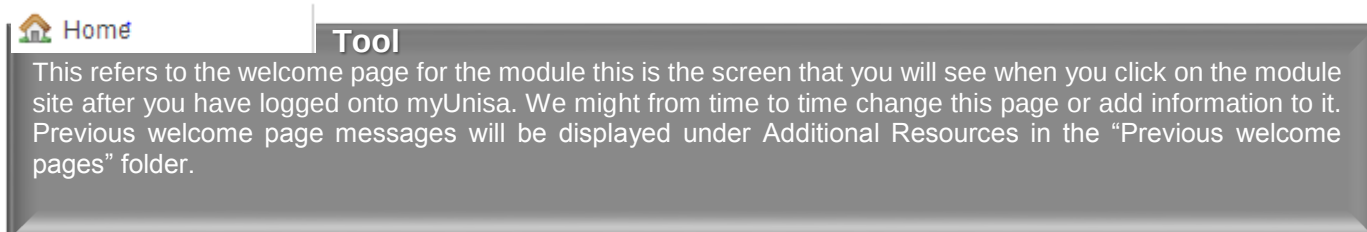
Recent Announcements

Schedule

Self Assessments



We will discuss these tools below in the order that they appear on the myUnisa site. We also use icons for some items within the learning units and study material. If there is a specific icon associated with the tools we will include it in the explanations below. In the next section in this Learning Unit you'll find a complete list of all the icons used in the study material for this module with a brief explanation of each one.



Tool

This refers to the welcome page for the module this is the screen that you will see when you click on the module site after you have logged onto myUnisa. We might from time to time change this page or add information to it. Previous welcome page messages will be displayed under Additional Resources in the "Previous welcome pages" folder.



Tool

In the additional resources tool you will find a number of **subfolders** which may contain files, links to websites and even subfolders, these are clearly labelled, referred to in the learning units and it includes the following:

Subfolder 1: Administration

In this folder you will find the learning outcomes for the module, a basic document providing you with details on our expectations regarding assignments and the like. You will also find an MS Word version of the schedule in this folder and a document where you find information on changing your settings and preferences on myUnisa.

Subfolder 2: Assessment

In the assessment folder you will find subfolders:

Formative assessment (Assignments)

Assignment 01 – You find the assignment to complete in this folder and in this TL in an Appendix and feedback on the assignment will also be made available on myUnisa a few weeks after the due date of this assignment in Tutorial letter 201. **Ensure that you submit the correct assignment for the correct semester that you are registered for.**

Assignment 02 – You find the assignment to complete in this folder and in this TL in an Appendix and feedback on the assignment will also be made available on myUnisa a few weeks after the due date of this assignment in Tutorial Letter 202. **Ensure that you submit the correct assignment for the correct semester that you are registered for.**

Summative assessment (Examination)

Guidelines for the examination (this will be available later during the semester).



Subfolder 3: Interesting articles (not for examination purposes)

As this field is ever changing we would like you to be up to date with the latest developments in the field. If we find new developments, articles or items that has an impact on this module we will upload it here – note you will not be examined on these items unless we specifically say so (eg changes to legislation). We will not send you a notification every time that we upload an additional item – we do not want to bombard you with e-mails, but go to this folder from time to time and see what is new.

Subfolder for each learning unit (01-18)

In these folders you will find a variety of items that varies from learning unit to learning unit. You may in some instances find links to websites, MS word versions of the activities to complete, interesting articles or even mind maps that you can use as a point of departure to compile your own mind maps. In the learning units tool we will tell you what to do with each item.

Subfolder 21: SABPP

In this folder you will find the latest (and previous) HR Voice newsletters and factsheets published by the SABPP so visit this folder regularly we upload new versions as they become available information in case you need to upgrade your skills or if you need a refresher.

Subfolder 22: Skills

In this folder you will find subfolders containing information about skills that you need to master, the learning outcomes for the module, we assume that you already have these skills but we have provided this information in case you need to upgrade your skills or if you need a refresher. **We suggest that before you start with the module that you ensure that you know how to do mind maps, manage your time effectively, do searches on the internet and reflect.** There is also a “study skills” folder in case you need assistance with this and another folder with study material for other undergraduate HRM modules. The purpose for making these available is purely for students to refresh their memory on basic HR terms and processed in case they need a refresher as we do not spend time in this module teaching you basic concepts, we assume that you have already mastered these. The subfolders for the skills folder appear below:

Additional Resources

(continued)

- Skills
- Effective time management
- How to insert a picture in an MS Word file
- How to make a screenshot
- Internet search skills
- Mind mapping
- PDF converters
- Reflection
- Study material of other undergraduate HRM modules
- Study skills

You will also find the following subfolder:

Subfolder 23: Unisa Library

In this last subfolder under Additional Resources you will find Lib-guides containing links to journals and websites related to the field of HRM, these are very valuable you can consult them if you need additional information (you will not be examined on these).

Announcements

Tool

We will be making use of announcements to communicate with you, you may also receive reminders or important information via announcements. These will be sent to your myLife e-mail address. You can even forward messages from this inbox to another e-mail address if you wish. **Remember to check you myLife inbox on a regular basis, that you do not miss out on important communication from Unisa and specifically this module.** In the event that you want to look at announcements that were previously sent to students enrolled for this module you can simply click on the announcement tool/recent announcements on the left hand side and a list of announcements will appear.

Assessment Info

Tool

You can use this tool to view the status of your assignments, submit assignments and to access marked assignments. Remember that you have access on myUnisa to your assignments if you have submitted them via myUnisa

Blogs

Tool

This tool has been switched on but we request that you **only use it when requested to blog about something in particular**. Other avenues have been created for you to liaise with your fellow students and the lecturer via the discussion forums and the course contact option. Please use the blog only for this specific intended purpose.



Course Contact

Tool

You can use this tool to communicate with your lecturer via e-mail. If for some reason a link to a site or a video link does not work you can send the lecturer and e-mail to alert us about this. Remember the Internet changes all the time.



Discussions

Tool

The discussion forums have been organised to make it easy for students to contribute to a relevant forum or to look for the information related to a specific topic that he/she is interested in. We realise that everyone has a lot on their plates and we are trying to make things easier for you please **ensure that you post information in the correct forum**, by doing this no one will waste time reading through comments or discussions that are not of interest to them. The following can be found:

DISCUSSION FORUM 01 – Ask the lecturer

You are welcome to use this forum to send module related academic enquiries to your HRM3703 lecturer, please refer to the other forums before posting in this forum as we have created particular

DISCUSSION FORUM 02 – Learning unit 01

Use this forum to post information on various HRISs as per section 1.6.2 in learning unit 01

DISCUSSION FORUM 03 – Learning unit 05

Share your experience with system design and acquisitions with fellow students and your lecturer

DISCUSSION FORUM 04 – Learning unit 10

Technology used during recruitment and selection

DISCUSSION FORUM 05 – Learning unit 11

Reflection question 4

DISCUSSION FORUM 06 – HR and technology in practice

Use this forum to share how you have experienced the theory that you have learnt in this module in practice in the organisations that you work for - be mindful of privileged information if needed do not mention the name of the organisation

DISCUSSION FORUM 07 – Assignment 01

Use this discussion forum to discuss all matters related to Assignment 01. Remember this assignment is a multiple choice question assignment that you should submit via myUnisa

DISCUSSION FORUM 08 – Assignment 02

Use this discussion forum to discuss all matters related to Assignment 02. Remember this assignment is an essay type assignment that you should submit via myUnisa in pdf format

DISCUSSION FORUM 09 – Examination

Use this forum to discuss matters related to the examination, you will see that there are subfolders in this forum to make access to information easy post queries and questions in the relevant forum

DISCUSSION FORUM 10 – Mind mapping

Use this forum to discuss matters related to mind mapping. Remember under additional resources, then skills you will find a folder dedicated to mind mapping

DISCUSSION FORUM 11 – Prescribed book

Use this forum to discuss matters related to the prescribed book

DISCUSSION FORUM 12 – Student Lounge

This is your space to liaise with your fellow HRM3703 students, the lecturer will not monitor this closely. Use this forum to support and encourage each other, form online study groups or other study groups



Drop Box

Tool

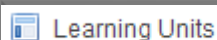
The drop box should only be used if you find interesting articles, links to sites or information related to the module that you want to bring to the attention of the lecturer. Remember that the internet is ever-changing and HRIS and technology in HR is also evolving, what is new today might be outdated by next week or next month, we want to learn from you as well. Perhaps you make use different technology or HRISs in the company you work for than what we include in this module. Remember to be mindful of copyright when supplying information and steer away from sharing sensitive company information. Please include proper references to the sources where you have found the information.



FAQs

Tool

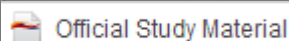
Read the Frequently Asked Questions before you contact your lecturer or the University. We will from time to time add new FAQs depending on the type of enquiries that we receive or where we are on the schedule. The FAQs are categorised to make it easy for you to find what you are looking for.



Learning Units

Tool

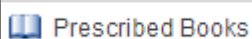
We make use of learning units to guide you through this module, you are at the moment busy with learning unit 00. The remaining learning units correspond with the chapters in the prescribed book with the exception of learning unit 18 that stands on its own. If you have studied at Unisa before you would have received a study guide, the learning unit tool in this on-line module is basically the same as the traditional study guide that you received in the past for print-based modules. In the learning units you will find among others hyperlinks that you can click on, when you want to go to a hyperlink using a computer or laptop hold down the Ctrl button whilst you click on the hyperlink with the mouse - a new screen will open or use your smart cell phone. In the learning units you will also sometimes find statements where we indicate that you should click for example "here" follow the same approach as indicated above to access the information in a new screen. Sometimes we also refer you to folders or subfolders under the additional resources and we will provide links to these that you can click on (where possible) to make navigation easier for you, these will always open in a new window that makes it possible for you to return to the original page easily.



Official Study Material

Tool

In the official study material you will find the following tutorial letters: HRM3703/101, HRMALL6/301 as well as HRMONLI/301. Additional items will be available during the course of the semester.



Prescribed Books

Tool

The details of the prescribed book for this module can be found here and you will also be able to access information about official booksellers who stock the book. Ensure that you obtain a copy of the **correct edition** of the prescribed book as soon as possible as you will have to get started with this module immediately.

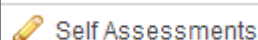


Schedule

Tool

We refer to the schedule in the learning units and have populated a number of activities, important dates and due dates on the schedule, you can add more items if you wish. In this module, planning is very important, you'll have to work at a fast and steady pace to master the learning outcomes in time before the examination, hence our suggested schedule. Some things such as assignment due dates and examination dates cannot be extended or changed. The average student will need 120 hours to complete this module successfully, this includes reading/studying of the learning units, reading the articles in the links, completing the assignments and activities, making mind maps and the final revision before writing the examination.

We assume you have mastered the basic HR concepts by now, if you need a refresher look under Additional Resources then Skills to find a folder with study material of other undergraduate HRM modules you have probably already completed. Compile your own schedule keeping your personal circumstances in mind, our suggested schedule is merely a guideline. Allow for unforeseen events and circumstances when you do your planning.



Self Assessments

Tool

We refer to self-assessments in some of the learning units, when you encounter these you can click on this tool and proceed to complete the self-assessments before returning to original screen. You may also find some on the e-tutor sites and to assist you with revision for the examination.



0.6 What icons will be used in the HRM3703 learning material?

As you work through the learning units and or the two MO documents you will see that we make use of a number of icons. We have provided a list of these icons and a brief explanation of each one below, keep this in mind when working through the learning units. We have listed these in alphabetical order:

Icon	Description
	Activity This icon refers to activities that you must do in order to develop a deeper understanding of the learning material.
	Additional resources Here we suggest possible additional resources that may be used to achieve the outcomes relating to a learning unit.
	Blog This icon indicates that you are required to provide commentary or news on a particular subject – use this only when indicated.
	Discussion forum This icon indicates that you are required to engage in communication with your fellow students on a particular topic, normally we will create a specific forum for each item.
	Feedback This icon indicates that you will receive feedback on your answers to the self-assessment activities, activities, aspects you had to think about and/or questions.
	Internet resources/Search the Internet This icon indicates that you are required to obtain information by accessing a suggested website or we provide you with information on a website that you should read/study.
	Learning outcomes The learning outcomes indicate which aspects of the particular learning unit you have to master and be able to demonstrate.
	Mind map Mind maps are used to help you see the relationship between various parts of the learning material.
	Reflection The reflection icon requires you to reflect on the important issues or problems dealt with in the learning material.
	Schedule The schedule outlines guidelines for weekly activities that should be completed when studying the module.
	Self-assessment When you see this icon, you will be required to test your knowledge, understanding and application of the material you have studied.

Icon	Description
	Study This icon indicates which aspects of the study material you need to study and internalise.
	Think This icon indicates that we want you to think about something or implications of something before you continue with the learning material.

0.7 How do you navigate within this module site?

In some cases we can insert hyperlinks to navigate within the site, in some cases we cannot. An item with a hyperlink appears in blue and is underline. If you press the Ctrl button on the keyboard and you click on the word it will redirect you to the site. In the printed study guide we have provided the full URL (web address) for the hyperlink that you can type into your browser to access the information. The item should open in a separate window that you can close when you are done and return to where you were in the original site. Look at the bottom of your screen when you are in the learning units tool, you will find the following buttons at the bottom that you can use to navigate within a learning unit between sections.

[Prev](#) | [Table Of Contents](#) | [Next](#)

If you want to return to the table of contents for all the learning units you can click on table of contents. Sometimes we insert a hyperlink to an activity file saved under additional resources, the link will take you to the myUnisa folder for the learning unit and you can then choose the correct file. Keep in mind that as the Internet is an ever changing environment we might have to change some of the hyperlinks from time to time. Some students might prefer to print the learning units to pdf for easy electronic access. There are a number of free pdf converters available on the internet. Some allow you to convert your files while online, while others provide software programmes that can be downloaded and installed on your computer. In the Skills folder under “Additional Resources” on the HRM3703 myUnisa module site you will find a folder named “pdf converters” it contains links to numerous free pdf converters that you can use. Unisa does not have any affiliation with these products. This list is provided as an information service only. You have to be able to pdf documents as you are required to submit Assignment 02 in pdf format on myUnisa. You can even print the learning units yourself (if you wish) to electronic files, to do this click on the learning unit tool, then select the learning unit that you want to print and click on the printer on the right hand side as shown below (remember this is just an example below and not an active link from which you can print).



0.8 What will you receive in paper format for this module?

In the past you may have enrolled for modules at Unisa where you received a printed study guide and tutorial letters but for this module **you will not receive a study guide** we make use of learning units on myUnisa as mentioned earlier. We will also provide you with a study guide this represent most of the content on the myUnisa site in a “paper” or offline version. You can find the guide in pdf format on the HRM3703 myUnisa module site under Official study material. Note that due to the nature of this module it is impossible to provide everything to you in print as you need to use the technology and you need to access some of the websites yourself – we cannot reproduce these – hence we stress again that Internet access is extremely important. You will have access to the feedback tutorial letters (201 and 202) via myUnisa. Please consider the environment before you print on paper. If you did not receive the study guide in print liaise with the Department of Dispatch.

0.9 What is the purpose of the module in HR information systems and technology (HRM3703) and the broad learning outcomes?

Refer to section 5 in this tutorial letter.

0.10 Where should you start?

You have to read the home page on the myUnisa module site and you are busy working through learning unit 00. **Please also familiarize yourself with the HRMALL6/301/4/2018 and HRMONLI/301/4/2018**

tutorial letters that you will find under official study material on the myUnisa module site. Save these and this TL 101 for later use. **Ensure that you have a copy of the correct edition of the prescribed book as soon as possible.** Remember to compare prices among different booksellers as the book is an imported international book. An e-book might also be available later if you perhaps prefer this.

You have read the purpose and learning outcomes for the module earlier in this TL, refer to the visual presentation on the welcome page to see what we will be dealing with and look at our suggested schedule before you compile your own detailed schedule, we will include the schedule that we included earlier as we progress during the semester. You will notice that we indicate where you are and you will be able to see what you still need to cover.

Where are we now? According to our schedule this is week 1.



You will see that we indicate what we will be dealing with in week 1, this week is dedicated to orientating yourself, use this week wisely to really orientate yourself in this module, the study material (TL 101 and the study guide), the myUnisa HRM3703 module site, how it works and what we expect in this module. Use learning unit 00, the myUnisa HRM3703 welcome page and site and TL 101 to orientate yourself. In the weeks to come we will progress through the study material.

You will see this structure at the beginning of each learning unit and we will indicate our progress on it. This is the suggested minimum pace that you should work at, you have your own unique circumstances and challenges, adapt the schedule as you see fit.

Once you have completed Learning Unit 00 you can commence with Learning Unit 01 (find this in the study guide or on the Learning Units tool on myUnisa), start with this even if you have not received your prescribed book as yet. Follow the instructions in the Learning Unit carefully and you will be able to progress.

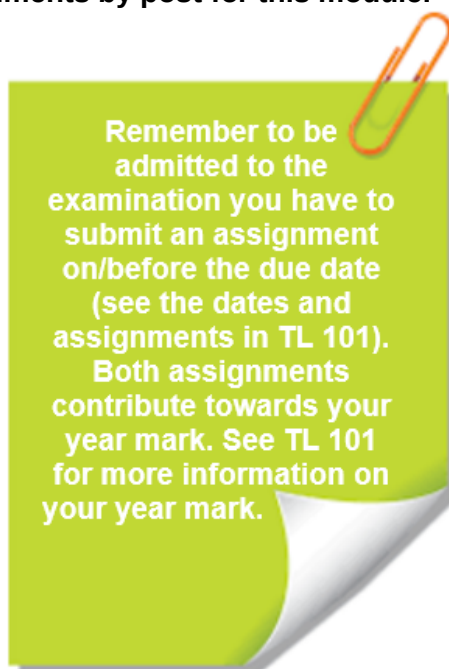
Use the prescribed book that you have obtained together with the learning units to master the learning outcomes for the module – ensure that you get a copy as soon as possible. Then continue from one learning unit to the next and ensure that you meet the assignment submission deadlines. **Each learning unit has learning outcomes.**

0.11 What happens during the semester?

You have to visit the HRM3703 myUnisa module site regularly, read your myLife e-mails regularly and work at a steady pace according to the schedule that you have compiled for yourself.

You work through the learning units, complete the activities in the learning units, the self-assessment and reflections and ensure that you have a complete summary or mind map of each learning unit once you have completed it. You can use this when you prepare for the examination. You will be assessed on the learning outcomes of the module and to master these, you need to prepare Learning Units 01-12 and 14-17 for the examination together with the sections in the prescribed book in chapters 1-12 and 14-17. We have also included learning unit 13 that you can work through, but you will **not** be examined on this learning unit.

Remember to be admitted to the examination you have to submit assignments on/before the due date (see the dates and assignments in this TL), both assignments will contribute towards your year mark. For more information on your year mark and examination admission, refer to this TL. You will have access to feedback tutorial letters during the semester and these will be available on myUnisa a few weeks after the due date of each assignment. Both assignments should be submitted via myUnisa, the first one is multiple choice where you simply choose the right answer, the second assignment should be submitted in pdf format on myUnisa (refer to the skills folder if you need help to pdf a document). **Remember that you will not be able to submit any assignments by post for this module.**



0.12 What have we learnt from previous semesters?

- Many students did not obtain the prescribed book in time, we thus suggest that you do this without delay. Or they purchased the wrong edition.
- You have to visit the HRM3703 myUnisa module site regularly and work at a steady pace according to the schedule that you have compiled for yourself. Read learning unit 00 and TL 101 carefully. Many students did not do this and they end up wasting time trying to find what they are looking for on the site. On the welcome page on the HRM3703 myUnisa site and in learning unit 00 we provide a thorough orientation that explains exactly where you find what and how you should proceed.
- Make provision for myUnisa systems downtime.
- Use the correct discussion forums to post contributions and enquiries.
- Do not underestimate the volume of the work and start preparing for the examination well in advance – some students left this for the last week or two and they did not do well.
- Some students did not read the questions in the examination carefully and they did not pay attention to the number of marks allocated to a question. Some students did not apply the theory that they have learnt. Some only answer selected sub-questions and not all the sub-questions or they provided an extremely limited answer – they do not pay attention to the marks allocated.
- Some students thought examination admission is automatic, you have to submit assignments to be admitted to the examination.
- Try to submit both assignments if you can as both contribute towards your year mark. Put in a lot of effort when you complete your assignments, a higher year mark will be to your benefit.
- Save a copy of your marked Assignment 02 on your device/PC to ensure access when needed.
- Although the self-assessments on the myUnisa module site and the activities in the learning units are not compulsory these really helps to master the learning outcomes - do all of them if you can.
- When working through a learning unit complete all the activities, watch the video's and summarise the chapter before continuing with the next learning unit.
- The FAQs on the myUnisa module site contains very helpful information consult this first before you contact us – we update this regularly.
- Remember to stay in touch with your fellow students, participate in the discussions online and engage with your lecturer online, some students neglected this in the past.
- Participate on the e-tutor sites if you are allocated to an e-tutor, this really helps, they are in close contact with the lecturers.
- Contact the lecturer if needed (use the course contact option via the HRM3703 myUnisa module site or **DISCUSSION FORUM 1 – Ask the lecturer** on the  Discussions tool, you can also find my [contact details](#) in this tutorial letter) if you need assistance.

We wish you all of the best with your studies, we look forward to learning from you as well!

Looking forward to engaging with you
online on myUnisa!



Learning units 01-18 appear in the study guide and the assignments in this TL
Semester 1 – Appendix D
Semester 2 – Appendix E

APPENDIX B – WELCOME PAGE ON MYUNISA

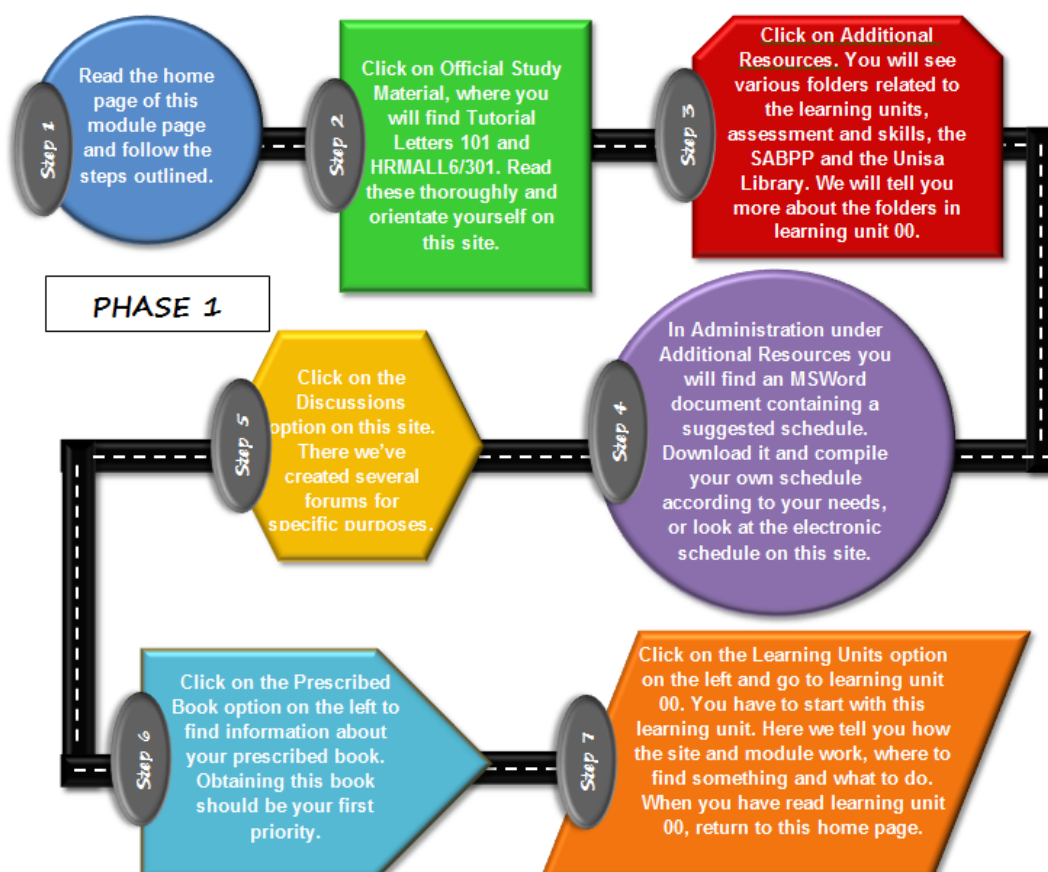


Please see the welcome page on myUnisa below, we may change this page from time to time. In the event that we do, we will upload the previous versions in the Administration folder under Additional Resources on the HRM3703 myUnisa module site.

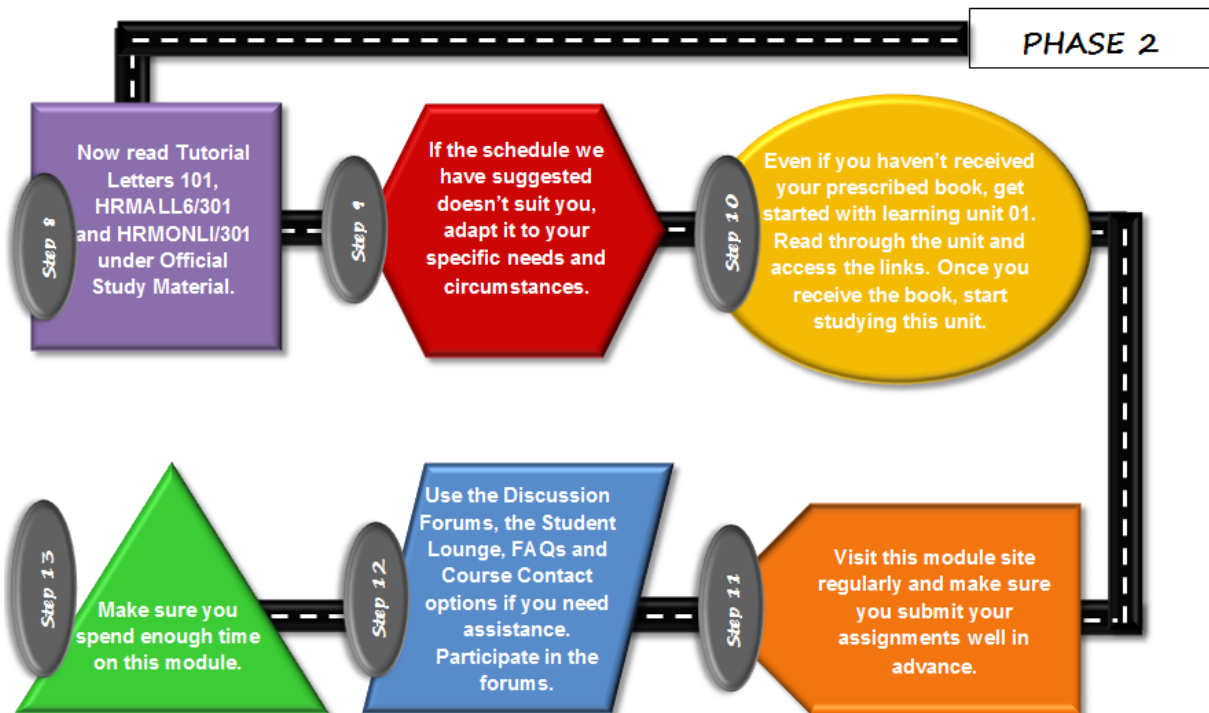
Dear HRM3703 Student

Welcome to the HRM3703 module and our dedicated module site! You've made an excellent choice by enrolling for this module. Before we start, please take the time to familiarise yourself with this site and how it all works. You're probably used to receiving printed study material from Unisa on a regular basis, but for this module you'll only receive Tutorial Letters 101, HRMALL6/301 and HRMONLI/301 in print format together with two Module Online documents (MO001 and MO002). All these items will also be available on this module site, and you will also receive Tutorial Letters 201 and 202 later during the semester. **Because this module is offered mainly online, regular access to the internet and this module site is crucial.**

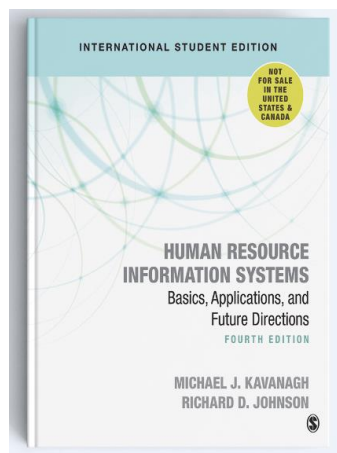
You may wonder **"Where do I start?"**. **The very first thing you need to do is order your copy of the prescribed book. We've divided the next steps that you have to take into two phases.** Let's start with the first phase of your HRM3703 journey, which will help you to familiarise yourself with this site and set yourself up to start your studies. We represent this as a race that you are running. The two visuals can also be access via Additional Resources.



The second phase is shown below:



So your point of departure should be to read learning unit 00. Everything you need, except for the prescribed book, is just a few clicks away. Get a copy of the book immediately (through an [official bookseller](#) or online or as an e-book from some of the official booksellers). For your convenience here is a photo of the book cover - please ensure that you obtain the correct edition (4th, 2017).



Remember that we require your continuous involvement, so visit this module site regularly. Make allowances for system downtime and also your own personal circumstances. The assignment due dates and the examination date are unfortunately not negotiable, so you need to work at a pace that will ensure that you meet these deadlines. We recommend a steady, regular pace. **Thank you to those students who have already sent me interesting articles and module-related information via the Drop Box. Please remember to include the source and ask permission first if you are submitting something from your employer.**

We want you to learn about this very interesting field and to support you during your journey. We know that you'll be able to apply the knowledge that you'll be learning in this module in your personal and work life. This is an ever-evolving field and we would love to hear from you if you find something new that is related to this module.

We can't wait to start this journey with you!

Note that the welcome page on the myUnisa module site may change from time to time.

APPENDIX C – LIST OF ABBREVIATIONS/ACRONYMS USED IN THIS TUTORIAL LETTER

ABBREVIATION	BRIEF EXPLANATION
CEMS	College of Economic and Management Science
E-RESERVES	Electronic reserves
E-TUTOR	Tutor that students are linked to online via myUnisa to a dedicated myUnisa site, they provide support for the module to the students
FAQs	Frequently asked questions
HRIS	Human Resource Information Systems
HRM	Human Resource Management
HRM3703	Module code for the module “Human Resource Information Systems and Technology”
IT	Information Technology
LU	Learning Unit
MCQ	Multiple choice question(s)
PC	Personal Computer
S1	Semester 1
S2	Semester 2
SABPP	South African Board for People Practices
SEC	Section
TL	Tutorial Letter

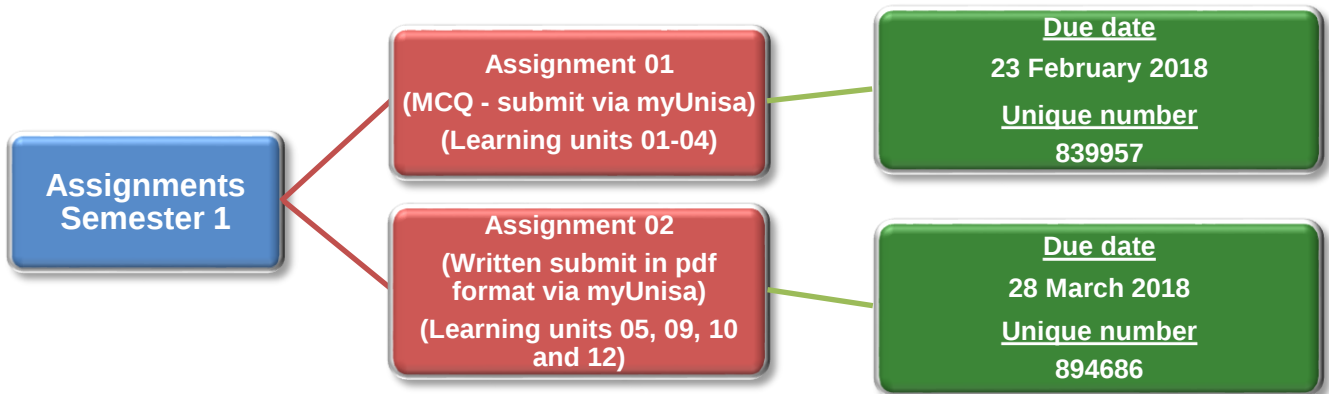
APPENDIX D – ASSIGNMENTS FOR SEMESTER 1 (2018)

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

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

Remember to include the correct unique number when submitting your assignments. Assignment 01 can be submitted via myUnisa using your PC, Laptop, tablet or even a smartphone. Assignment 02 should be submitted via myUnisa and the file should be in pdf format.

Two compulsory assignments are set:



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

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

To submit assignments via myUnisa:

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

ASSIGNMENT 01 (SEMESTER 1)

Assignment 01 (semester 1)	
Study chapters (together with the learning units in the study guide) 1 – 4 in the prescribed book	
Due date	Unique number
23 February 2018	839957

Remember, you have to submit an assignment on or before the due date to be admitted to the examination! You only submit this assignment 01 if you are registered for the first semester in 2018. Submit the assignment via myUnisa, do NOT post the assignment. You can use your smart cell phone or tablet to submit this assignment.

Question 1

Which one of the following statements regarding e-HRM and/or HRIS is **correct**?

- 1 HRIS is a way of conducting HR, e-HRM is the technology through which HRIS is enabled.
- 2 An HRIS is defined as an information system focused on supporting HR functions and activities and broader organisational people processes.
- 3 HRIS can hardly assist with the automisation of processes and transactions in an organisation.
- 4 Organisations embracing e-HRM simply use technology in support of human resources.

Question 2

Information Technology (IT) has impacted many industries and related fields of work. The HR field is no exception to the technological evolution. Kola Depot Pty (Ltd) is keeping abreast in order to remain competitive in the market. The company has acquired an HRIS to store, manipulate, analyse, retrieve, and distribute information regarding their human resources. The system helps to support proper functioning of HRM in general and also managerial decisions making. Choose from the options below the system that Kola Depot Pty (Ltd) has acquired.

- 1 Strategic Human Resources Management system
- 2 e-Human Resources management system
- 3 Human Resource Information System
- 4 Enterprise Resource Management systems

Question 3

(a) _____ refers to interpreted data or facts provided or learned about something or someone, while (b) _____ refers to facts of transactions, values of qualitative or quantitative variables, facts and statistics together that occur on a daily basis.

- 1 (a) Data (b) information
- 2 (a) Information (b) database
- 3 (a) Database (b) information
- 4 (a) Information (b) data

Question 4

Khatoon has to make a choice between a number of information systems providing support for HRM. The organisation she works for needs a system that provides high-level data and assists with long-term planning, and which is able to support strategic direction and decisions. One example of what they need is proper succession planning. Vusi works for an organisation with branches all over the world, the teams communicate electronically and they work in virtual teams and they need a system that can support these teams working together. From the following list, identify the correct type of system that Khatoon and Vusi's organisations need.

- | | | |
|---|--|---|
| 1 | Khatoon = office automation system | Vusi = transaction processing system |
| 2 | Khatoon = executive information system | Vusi = collaboration technologies |
| 3 | Khatoon = collaboration technologies | Vusi = office automation systems |
| 4 | Khatoon = decision support system | Vusi = enterprise resources planning system |

Question 5

Alexa is one of your colleagues and she asks you for advice. She tells you that she wants to convince the Managing Director of ABC Trading that the organisation needs an HRIS. Identify from the following options the one that Alexa cannot include as an advantage of using an HRIS when she to convince the Managing Director that ABC Trading needs to use such a system:

- 1 The implementation of an HRIS influences the company philosophy and objectives.
- 2 An HRIS provides a comprehensive information picture as a single integrated database that enables the organisation to provide structural connectivity across units and activities to increase the speed of transactions.
- 3 Using an HRIS streamlines and enhances the efficiency and effectiveness of HR-related administrative functions.
- 4 Using an HRIS shifts the focus of HR from the processing of transactions to strategic HRM.

Question 6

Match the term in column B to the correct description in column A.

COLUMN A		COLUMN B	
1	A relational data organised as a collection of tables, and it can also be queried. It also makes it easy to create forms and reports through the use of forms and report wizard.	A	MS Access
2	Questions that performs calculations on the values of the field and displays the results on the data sheet. It tabulates the data for a set of descriptor attributes, contrasting or crossing them in a table format.	B	Reports
3	A formatted presentation of data from a table/s, or queries that are as a print out or viewed on the screen reflecting the latest data from the tables	C	Entity
4	An employee, jobs, promotional transactions, position in the company, etc.	D	Cross-tab query

Now choose the option from those below that reflects the correct match between the descriptions in column A and the terms in column B:

1

1	Option 1 in column A matches A in column B.
2	Option 2 in column A matches D in column B.
3	Option 3 in column A matches B in column B.
4	Option 4 in column A matches C in column B.

2

1	Option 1 in column A matches B in column B.
2	Option 2 in column A matches A in column B.
3	Option 3 in column A matches C in column B.
4	Option 4 in column A matches D in column B.

3

1	Option 1 in column A matches C in column B.
2	Option 2 in column A matches B in column B.
3	Option 3 in column A matches A in column B.
4	Option 4 in column A matches D in column B.

4

1	Option 1 in column A matches A in column B.
2	Option 2 in column A matches C in column B.
3	Option 3 in column A matches D in column B.
4	Option 4 in column A matches B in column B.

Question 7

Andile is the HR manager at BB Corporate Consulting, he wants to use all the gathered data to determine if there are any patterns that could give them an indication of any aspects that may have an impact on their staff turnover. If Andile is attempting to identify patterns in large data he can use for this purpose, it refers to _____.

- 1 the creation of table
- 2 data gathering
- 3 electronic data storage
- 4 data mining

Question 8

Aswindine and her colleagues own a company called FastTrack. They developed an application that is delivered over the Internet, the aim of this is to reduce the resources needed by organisations to maintain and run databases and applications. FastTrack's complete application is delivered over the internet and this represents _____.

- 1 PaaS
- 2 SaaS
- 3 IaaS
- 4 cloud computing

Question 9

_____ architecture exists with databases and applications being distributed among many computers around the world. Computer networks are thus created that provide instant access to operational data, allowing real-time managerial decision capability regardless of your physical location.

- 1 Two-tier
- 2 Shared services
- 3 N-Tier
- 4 Service-oriented

Question 10

Maryam is concerned about the fact that in six months' time both Pieter and Fikile will be retiring. No one has been groomed for their positions yet and there will be a huge gap when they retire if this is not attended to. HR has identified two possible candidates who might be able to follow in the footsteps of Pieter and Fikile. They are Doris and Tanya. They have proven themselves over the past number of years and they are ready for a promotion. Identify the correct representation below:

- 1 The fact that Maryam identified the situation of the upcoming retirement as problematic and that the organisation has to bridge the skills gap shows that Maryam has knowledge. She used information (the names of the two employees) and data (which employees should be promoted) to possibly fill this gap.
- 2 The fact that Maryam identified the situation of the upcoming retirement as problematic and that the organisation has to bridge the skills gap shows that Maryam has access to data. She used information (the names of the two employees) and knowledge (which employees should be promoted) to possibly fill this gap.
- 3 The fact that Maryam identified the situation of the upcoming retirement as problematic and that the organisation has to bridge the skills gap shows that Maryam has information available. She used knowledge (the names of the two employees) and data (which employees should be promoted) to possibly fill this gap.
- 4 The fact that Maryam identified the situation of the upcoming retirement as problematic and that the organisation has to bridge the skills gap shows that Maryam has knowledge. She used data (the names of the two employees) and information (which employees should be promoted) to possibly fill this gap.

Question 11

Look at the items listed in the table and identify what each of these represents in relational database terminology. Assume the table represents some of the information contained in the employee files of Andra Incorporated. They have implemented an HRIS recently and the information is thus available electronically via the system. Andra Incorporated want to determine which employees are working in which branch and they also want to know which employees have in the past successfully completed a basic first aid course. They want to use this to ensure that they have a sufficient number of employees at each branch with the required basic first aid training. They need at least two per branch. Should there be a shortfall they can arrange for training of additional employees in each branch. Choose the correct option from those given below the table.

	<u>Employee</u>	<u>Employee number</u>	<u>Job level</u>	<u>Branch</u>	<u>First aid training status</u>
1	Nel, Bradley	6352817	P3	Johannesburg	None
2	Van der Merwe, Charles	6259413	P6	Johannesburg	None
3	Anderson, Christopher	6003896	P6	Cape Town	First aid training completed
4	Naidoo, Anushka	6353647	P6	Durban	None
5	Mahlangu, Sibongile	6400312	P8	Johannesburg	None
6	Mashabela, Veronica	6132890	P8	Johannesburg	First aid training completed
7	Sukdeo, Ashwin	6235789	P5	Cape Town	None
8	Perreira, Chanelle	6439801	P7	Durban	None
9	Peterson, Abigail	6098765	P7	Cape Town	None
10	Selokela, Happy	6333007	P8	Durban	None
11	Cloete, Roland	6259741	P8	Cape Town	None
12	Venter, Magda	6023587	P7	Johannesburg	None
13	Chauke, Emily	6323232	P5	Johannesburg	First aid training completed
14	Emmery, Jordan	6100598	P8	Durban	None
15	Nair, Pradeep	6358974	P5	Durban	None

- 1 The employees are attributes.
The employee numbers are entities.
In terms of relationships, primary keys and foreign keys, the employee number will be the foreign key in the employee table. This same key can be a primary key in the branch table.
In a first aid training status table, the employee number will remain the foreign key and the first aid training status will be the primary key.
- 2 The employees are entities.
The employee numbers are attributes.
In terms of relationships, primary keys and foreign keys, the employee number will be the primary key in the employee table. This same key can be a foreign key in the branch table.
In a first aid training status table, the employee number will remain the primary key and the first aid training status will be the foreign key.

- 3 The employees are entities.
The employee numbers are queries.
In terms of relationships, primary keys and foreign keys, the employee number will be the primary key in the employee table. This same key can be a foreign key in the branch table.
In a first aid training status table, the employee number will remain the primary key and the first aid training status will be the foreign key.
- 4 The employees are attributes.
The employee numbers are select queries.
In terms of relationships, primary keys and foreign keys, the employee number will be the foreign key in the employee table. This same key can be a primary key in the branch table.
In a first aid training status table, the employee number will remain the foreign key and the first aid training status will be the primary key.

Question 12

Refer to the two figures below. In terms of early DBMS, choose from the options below the correct one.

Figure 1

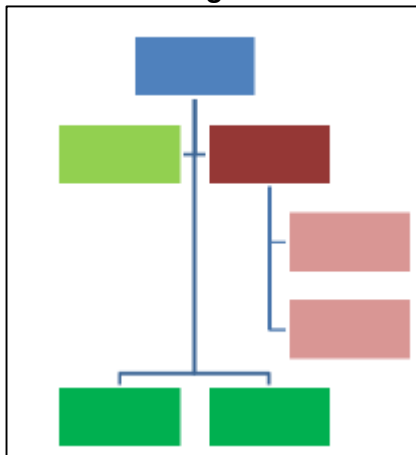
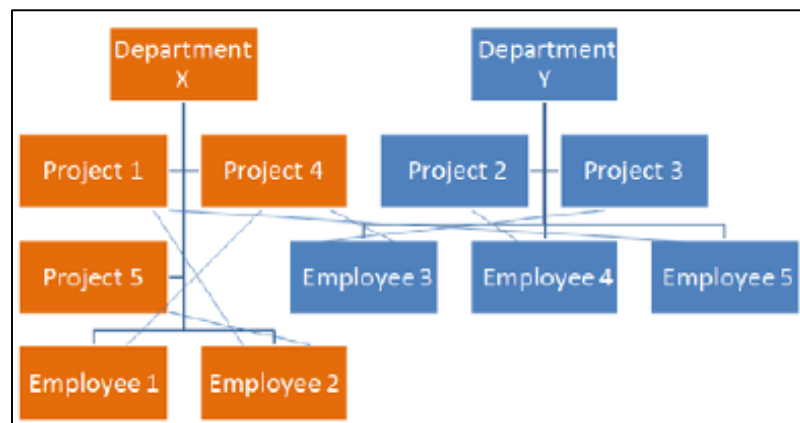


Figure 2



- | | | |
|---|-----------------------------------|-----------------------------------|
| 1 | Figure 1 – Network structure | Figure 2 – Hierarchical structure |
| 2 | Figure 1 – Hierarchical structure | Figure 2 – Network structure |
| 3 | Figure 1 – Network structure | Figure 2 – Network structure |
| 4 | Figure 1 – Hierarchical structure | Figure 2 – Hierarchical structure |

Question 13

Abigail attends a conference and she listens to one of the keynote speakers. The speaker makes the following statement about best of breed systems: “BOB systems require synergy between the different software solutions”. Abigail is very interested after listening to this speaker and she searched on Google for more information about this on the Internet. What will she find when she looks for the conditions that need to be present for BOB systems to function properly?

- a a universally agreed-on set of guidelines for interoperability between the different applications
b there should be a perceived need in the organisation for a specialised solution
c the applications must “speak the same language”
d a structured approach for improving HR processes by means of the DMAIC approach
- 1 b, c and d
2 a, b and c
3 only c
4 a and b only

Question 14

Different users use an HRIS for different purposes. Employees in the organisation can use the system, but non-employees can also use the HRIS. Gugu uses the HRIS to acquire as much data as possible, examine it and provide reasonable alternatives with appropriate supporting information to facilitate the decisions of her manager Vishay. From an HRIS customer/user perspective Gugu is a(n) (a) _____. Victor on the other hand, is responsible for ensuring that the newly appointed staff member information is captured on the HRIS and that they get paid. From an HRIS customer/user perspective Victor is a(n) (b) _____.

- | | | |
|---|-------------------|----------------------------------|
| 1 | (a) power user | (b) clerical user |
| 2 | (a) HRIS expert | (b) organisational employee/user |
| 3 | (a) clerical user | (b) technician |
| 4 | (a) technician | (b) power user |

Question 15

In an electronic and technology-driven environment, security is a major concern. As a result, security needs to be addressed to protect data for specific situations including employee data. Which one of the following situations does **not** pose much of a security challenge and therefore **not** form part of the top priority for HRIS implementation and maintenance?

- 1 Unauthorised updates of key employee/organisational data such as salary amounts, and stock options.
- 2 Sharing of employee/company data with service providers and external organisations.
- 3 HR applications such as payroll hosted in mainframe computers built by IBM Sharing of personnel or applicant review comments with unauthorised employees.
- 4 Exposure of sensitive payroll and benefits data amongst employees.

Question 16

NiWa Technologies have recently implemented a new HRIS. They are complaining about the following:

- They are of the opinion that the software package chosen was selected based on incomplete, inaccurate or irrelevant criteria.
- The HRIS fails to provide the functionality that they need.
- They think custom additions are required to fulfil their needs.

In terms of SDLC, choose the most appropriate option. The above are symptoms of _____.

- 1 poor implementation of the project
- 2 poor communication
- 3 not planning and conducting a proper needs analysis
- 4 lack of a pilot of the new system before implementation

Question 17

Siphiwe and Gary are HR officers who are responsible for sifting through CVs from potential candidates for a vacant sales position. The organisation they are working for uses an HRIS and specifically a recruitment and selection module. During the process, they make notes on the system regarding each application and they update the database constantly. To update the database information, Gary and Siphiwe have to work on the system simultaneously. After the interviews have taken place, they add notes to the HRIS about each candidate, their answers to questions and how they scored on each aspect used for evaluation purposes during the interviews. They also add any additional information of value that transpired during the interview and the results of the in-basket exercise that they used during the selection process.

Choose from the options below what type of architecture this represents that will allow them to update the database simultaneously and ensure that both their updates are added to the system.

- 1 DFD
- 2 N-tier architecture
- 3 Two-tier architecture
- 4 middleware

Question 18

Your friend Byron contacts you frantically for advice. He indicates that his manager is speaking a “totally different language” that he does not understand. The manager said that they will be implementing a BOB system and they will be using OCRs. Choose from the list below the correct option that will help you to explain these two terms to Byron to put him at ease.

- 1 BOB = Best operational business system, this refers to the best chosen system that an organisation uses, OCR = Operational cycle reducers, this software assists organisation to reduce the number of repetitive cycles taking place – thus saving time and money.
- 2 BOB = Best of breed system, this refers to architecture where different products from multiple vendors are combined; OCR = Organisational culture replacer, this intervention helps organisations to transform the current culture to a more suitable culture.
- 3 BOB = Best of breed system, this refers to architecture where different products from multiple vendors are combined; OCR = Optical character recognition, this refers to a program that scans handwritten or typed forms into electronic format.
- 4 BOB = Best operational business system, this refers to the best chosen system that an organisation uses, OCR = Optical character recognition, this refers to a program that scans handwritten or typed forms into electronic format.

Question 19

In order to shape and improve the requirements of an HRIS, organisations typically involve a sample of employees and ask them for their opinions and attitudes by means of a focus group. However, it can be challenging to put together the perfect combination of people at the same time. A number of recommendations for effective focus groups have been included below. Which one **cannot** be included as such a recommendation?

- 1 Allow sufficient time to cover the material, generally one to two hours, and keep the meeting focused to make good use of everyone's time. Consider having a moderator to keep the meeting focused.
- 2 Limit the size of the group to no more than 8-12 people.
- 3 Before starting the focus group, explain the objective clearly.
- 4 As a token of appreciation for participants' time and ideas, send them gifts. After all, pulling the right group with the right ideas is challenging.

Question 20

_____ applications provide the infrastructure to avoid data duplication, re-entry, or copying to multiple systems.

- 1 ERP
- 2 Middleware
- 3 Two-tier
- 4 BOB

Total for assignment is 20 marks x 5 = 100 marks

Feedback on this assignment will be provided in Tutorial Letter HRM3703/201/1/2018 which will be available on myUnisa a few weeks after the due date of this assignment.

ASSIGNMENT 02 (SEMESTER 1)

Assignment 02 (semester 1)	
Study chapters (together with the learning units in the study guide) 5, 9, 10 and 12 in the prescribed book	
Due date	Unique number
28 March 2018	894686

Remember, you have to submit an assignment on or before the due date to be admitted to the examination! You only submit this assignment 02 if you are registered for the first semester in 2018. Submit the assignment via myUnisa in pdf format, do NOT post the assignment. Remember to consult Tutorial Letter HRMALL6/301/4/2018 for guidelines on written assignments and the lecturer's expectations.

LEARNING OUTCOMES

On completion of this assignment, you should be able to

- discuss the role of PM in establishing and maintaining corporate culture
- discuss the role of compensation and benefits in establishing and maintaining corporate culture
- discuss the reasons for the adoption of a global HRIS
- explain how a global HRIS can assist in managing PM, benefits and rewards
- discuss the purpose and definition of a request for proposal (RFP)
- explain how to reply to an RFP document
- discuss the link between talent management and HRIS
- critically discuss the attributes that good recruiting websites should have and apply this practically

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 HRMALL6/301/4/2018 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 12 in your prescribed book. Then answer questions below.

- 1.1 Discuss the role of performance management in establishing and maintaining corporate culture. Refer specifically to the organisation in the case study. (4)
- 1.2 Discuss the role of compensation and benefits in establishing and maintaining corporate culture at Grandview Global Financial Services Inc. (3)
- 1.3 Given all the differences across various countries discuss the reasons why a global organisation such as Grandview Global Financial Services Inc would want to have a common HRIS. (5)

- 1.4 How should Grandview Global Financial Services Inc go about implementing a global HRIS to manage aspects such as performance management, benefits and rewards? (3)
[15]

Question 2

Your employer, NiWa Consulting has received two request for proposal (RFP) documents and they ask your advice on how to respond to these documents. You decide to compile a document where you firstly discuss the purpose of an RFP and secondly explain how NiWa Consulting should reply to an RFP document. Do a search on the internet to find information about how to write an effective response to an RFP. You can use any other source to find the information as well. Refer specifically to learning unit 05 in your study guide as well. (10)
[10]

Question 3

Briefly discuss the link between talent management and HRIS. (10)
[10]

Question 4

Critically discuss the attributes of a good recruiting website (11 marks). Search for examples of three specialised recruitment websites (two nationally and one internationally) and refer to the attributes of these websites when comparing the three websites with each other (6 marks). Also critically discuss these websites' attributes in comparison with the attributes in the prescribed book and make suggestions on how to improve each website (18 marks). Remember to include screenshots of the websites you had chosen (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 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](#)

(35)
[35]

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 HRMALL6/301/4/2018. [5]

Total = 75 marks*

*The total will be converted to a percentage.

Guidelines on how to approach this assignment

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

- Study learning units 05, 09, 10 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.
- Read the case study carefully and all the other questions in this assignment.
- Do a search on the internet to find three specialised recruiting websites that meet most of the criteria (two national and one international) to use in question 4.
- Remember to include screenshots of the three websites you choose.

Assessment criteria

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

Poor performance (0 – 40%)	Average to good performance (41 – 70%)	Excellent performance (71 – 100%)
Question 1.1 (4 marks)		
No/unclear discussion of the role of PM in establishing and maintaining corporate culture	Limited discussion of the role of PM in establishing and maintaining corporate culture	Clear discussion of the role of PM in establishing and maintaining corporate culture
Question 1.2 (3 marks)		
No/unclear discussion of the role of compensation and benefits in establishing and maintaining corporate culture	Limited discussion of the role of compensation and benefits in establishing and maintaining corporate culture	Clear discussion of the role of compensation and benefits in establishing and maintaining corporate culture
Question 1.3 (5 marks)		
Poor/limited indication of the reasons for a common HRIS	Some indication of the reasons for a common HRIS	Clear indication of all the reasons for a common HRIS
Question 1.4 (3 marks)		
No indication of how Grandview Global Financial Services Inc should go about implementing the HRIS to manage the aspects mentioned	Some indication of how Grandview Global Financial Services Inc should go about implementing the HRIS to manage the aspects mentioned	Clear understanding of how Grandview Global Financial Services Inc should go about implementing the HRIS to manage the aspects mentioned
Question 2 (10 marks)		
- Unable to discuss the purpose of an RFP - Unable to define what an RFP is - Unable to explain how to reply to an RFP document - No/limited information on how to write an effective response to an RFP	- Some/Limited discussion on the purpose of an RFP is provided - Limited definition of an RFP is provided - Some/Limited explanation on how to reply to an RFP document is included - Some information on how to write an effective response to an RFP is provided	- Clear discussion on the purpose of an RFP is provided - Clear and concise definition of an RFP is provided - Complete explanation on how to reply to an RFP document is included - Detailed information on how to write an effective response to an RFP is provided
Question 3 (10 marks)		
Unable to discuss the link between talent management and HRIS	Able to discuss the link between talent management and HRIS to a limited extent	Able to discuss the link between talent management and HRIS extensively
Question 4 (35 marks)		
- Unable to identify and discuss the attributes - Did not include three examples or did not sufficiently and critically discuss the examples - Did not provide suggestions for improvement or provided limited suggestions to improve all three	- Identified and discussed some of the attributes - Included three examples and discussed them to some extent - Provided some suggestions for improvement of all three	- Identified and fully discussed all the attributes - Included three examples and sufficiently discussed these critically - Provided appropriate suggestions for improvement for all three example
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	- Used some headings and subheadings - Included a limited table of contents - Included an introduction	- Used headings and subheadings throughout the assignment - Included a detailed, descriptive table of contents - Included a relevant introduction

Poor performance (0 – 40%)	Average to good performance (41 – 70%)	Excellent performance (71 – 100%)
- Did not include a conclusion - Did not include a bibliography	- Acknowledged some sources, mostly using the correct reference technique - Included a conclusion - Included a bibliography	- Acknowledged sources using the correct reference technique - Included a satisfactory conclusion - Included a bibliography in the correct format, listing all relevant sources
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 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	- 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 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	- 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 - Presentation followed a predetermined structure and format - Ideas fully developed and substantiated - Overall impression one of neatness - Sources correctly referenced

Total = 75 marks

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/websites 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 learning units and prescribed book, to the practical situation of the case study or 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.

Please note these mistakes and tendencies and guard against making them when you formulate your answers to the questions of this assignment.

Feedback on this assignment will be provided in Tutorial Letter HRM3703/202/1/2018 which will be available on myUnisa a few weeks after the due date of this assignment.

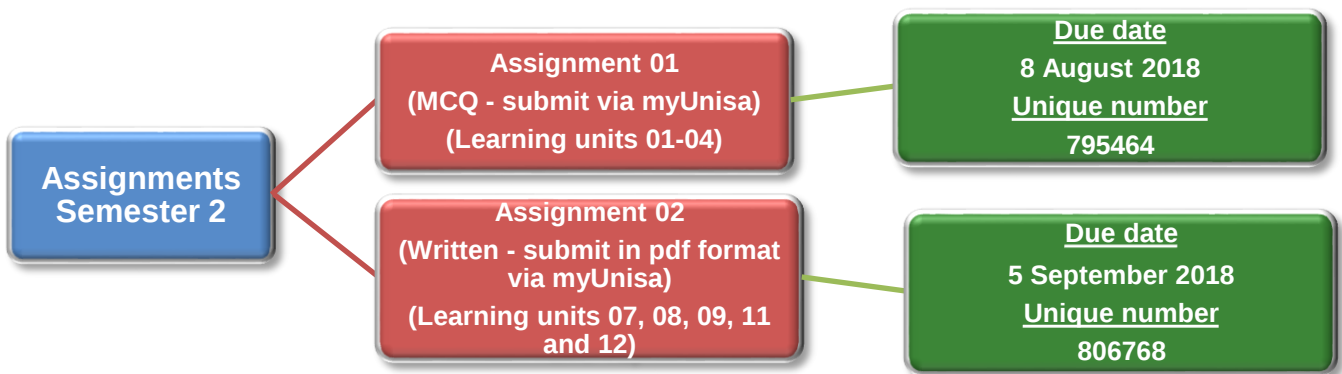
APPENDIX E – ASSIGNMENTS FOR SEMESTER 2 (2018)

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

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

Remember to include the correct unique number when submitting your assignments. Assignment 01 can be submitted via myUnisa using your PC, Laptop, tablet or even a smartphone. Assignment 02 should be submitted via myUnisa and the file should be in pdf format.

Two compulsory assignments are set:



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

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

To submit assignments via myUnisa:

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

ASSIGNMENT 01 (SEMESTER 2)

Assignment 02 (semester 2)	
Study chapters (together with the learning units in the study guide) 01 – 04 in the prescribed book	
Due date	Unique number
8 August 2018	795464

Remember, you have to submit an assignment on or before the due date to be admitted to the examination! You only submit this assignment 01 if you are registered for the second semester in 2018. Submit the assignment via myUnisa, do NOT post the assignment. You can use your smart cell phone or tablet to submit this assignment.

Question 1

HRISs can add value to organisations. For an HRIS to add value to the management of human resource in an organisation, the use of such systems should be focused primarily on increasing _____ activities.

- 1 re-engineering
- 2 transformational
- 3 transactional
- 4 benchmarking

Question 2

Organisations use IT as a tool to complement, not to substitute, the people who use it. Organisations that use a human resource information system (HRIS) will aim to reap the benefits and not to merely replace employees. Choose from the list below the **benefits** of using an HRIS.

- a Management of complex data in an HR portal
- b Implementation of critical success factors for better information flow
- c Providing a comprehensive information picture as a single, integrated database
- d Streamlining and enhancing the effectiveness of HR administrative functions.

Now choose the correct combination from the options below:

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

Question 3

Several information systems can provide support to HRM in organisations. Look at the examples below of people using information systems in their organisations. You will find the examples in Column A; you have to match the correct description of the system that they are using in the example to the list of systems provided in Column B. The options in Column B can only be used once.

Column A		Column B	
1	Aluwani can produce Employment Equity reports and support regular and on-going decisions, whilst providing defined and adhoc reports.	A	Transaction processing systems
2	Belinda and Sarah can create and distribute online application forms for vacant positions.	B	Decision support systems

Column A		Column B	
3	Calvin can obtain a complete assessment of the staffing needs of a specific division or the company as a whole together with an assessment of the skills of the current workforce.	C	Office automation systems
4	Martin realizes that the corporate data is centralized and integrated in the HRIS and can be shared across functional boundaries.	D	Management information systems
5	Mary and Jordan wants to attend training and use the HRIS to book and confirm their attendance electronically without having to add their names to a list on the pinup board or at the HR department.	E	Enterprise resource planning systems

1

Column A	Column B
1	A
2	B
3	C
4	D
5	E

2

Column A	Column B
1	A
2	C
3	B
4	D
5	E

3

Column A	Column B
1	D
2	A
3	B
4	E
5	C

4

Column A	Column B
1	D
2	B
3	E
4	A
5	C

Question 4

During the (a) _____, *time and motion studies* was the best way to investigate productivity of employees. This era namely, (b) _____ was marked with legislative compliance which placed a huge burden on HR staff. HR departments had to increasingly justify the costs of their employee programmes and services during the (c) _____ era. The (d) _____ era was earmarked by management's realisation that employees are not only motivated by money, but also recognition for what they have achieved. During this era the needs of organisations changed in terms of technology and also the manner in which information was accessed from various locations and at various times (e) _____.

Choose the correct missing words to complete this paragraph:

- 1
 - (a) ERPs and strategic HRM era
 - (b) Post-World War II era
 - (c) cloud and mobile technologies
 - (d) Pre-World War II
 - (e) social issues era
- 2
 - (a) Pre-World War II era
 - (b) social issues era
 - (c) cost-effectiveness
 - (d) Post-World War II
 - (e) cloud and mobile technologies era
- 3
 - (a) Post-World War II era
 - (b) ERPs and strategic HRM era
 - (c) social issues
 - (d) Pre-World War II
 - (e) cloud and mobile technologies era
- 4
 - (a) Pre-World War II era
 - (b) cost-effectiveness era
 - (c) cloud and mobile technologies
 - (d) social issues
 - (e) ERPs and strategic HRM era

Question 5

Harper is the HR manager at WarBiNi Gold Mines, she wants to use all the gathered data to determine if there are any patterns that could give the mine an indication of the reasons for their high staff turnover at their various sites. What Harper is attempting is to identify patterns WarBiNi's data. This is a large data set and to assist her to analyse such data she can use _____.

- 1 data mining
- 2 the creation of a table
- 3 electronic data storage
- 4 data gathering

Question 6

Mumtaz uses (a) _____ to decide which employees need which type of training at the organisation that she works for. If she refers to the HRIS aspects such as employee age, gender or years of service, this represent (b) _____. When planning the training interventions, she wants to give the trainer a better understanding of the group to be trained. She provides information about the average age and length of service which represents(c) _____.

- 1
 - (a) data
 - (b) knowledge
 - (c) information
- 2
 - (a) information
 - (b) knowledge
 - (c) averages
- 3
 - (a) knowledge
 - (b) data
 - (c) information
- 4
 - (a) information
 - (b) data
 - (c) averages

Question 7

Sue has to make a choice between a number of information systems to provide support for HRM. The organisation she works for needs a system that can provide key data to managers and support their regular and ongoing decisions.

Brad works for an organisation that needs an information system that can integrate and centralise their organisational data and share this across functional boundaries.

Identify from the following list the correct system that will address the needs of the organisations that Sue and Brad's work for.

- | | | |
|---|--|---|
| 1 | Sue = enterprise resources planning system | Brad = transaction processing system |
| 2 | Sue = office automation system | Brad = collaboration technologies |
| 3 | Sue = management information | Brad = enterprise resources planning system |
| 4 | Sue = decision support system | Brad = management information system |

Question 8

Bahia is busy updating records on the HRIS. Two staff members have been promoted and they now qualify for a travel allowance. She adds this on the system and she also adds two new employees. The one newcomer has to receive a cellphone allowance which Bahia also adds to the HRIS. In terms of relational database terminology, what does her action on the HRIS represent?

- 1 foreign keys
- 2 cross-tab queries
- 3 attributes
- 4 action queries

Question 9

Which one of the following statements regarding BOB systems is **incorrect**?

- 1 There is no need for universally agreed-on guidelines or interoperability between the different applications to be combined into a BOB system.
- 2 BOB systems combine products from a variety of vendors.
- 3 Applications need to "speak the same language".
- 4 A perceived need for a specialised solution should exist before an organisation can contemplate acquiring a BOB system.

Question 10

Look at the items listed in the table and identify what each of these represents in relational database terminology. Assume the table represents some of the information contained in the employee files of Sue's Bakery. They have implemented an HRIS recently and the information is thus available electronically via the system. Sue's Bakery wants to determine which employees are working in which branch and they also want to know which employees have completed the sugar work training as well as the course figurine sculpting with modelling fondant and practicals. Up to now they had stuck with basic fondant cakes when customers ordered cakes, but they have recently noticed an increased demand for more advanced cake decorations. Sue, the owner does not know all the staff in both branches equally well and she wants to ensure that both the Johannesburg and Cape Town branches have the required skills available in the event that customers require this. They need at least two people with these types of skills at both branches. Should there be a shortfall they can arrange for additional training of employees in each branch or even hire additional staff with those skills as both bakeries are currently running at full capacity. Bakers/Drivers are employed at level P8 and cake decorators and shop assistants at level P7. Managerial staff are employed at level P6 and they are not involved in actual baking or decorating.

Choose the correct option from those given below the table.

	<u>Employee</u>	<u>Employee number</u>	<u>Job level</u>	<u>Branch</u>	<u>Sugar work training and practicals completed</u>	<u>Figure sculpting course and practicals completed</u>
1	Mushwana, Thandi	9352811	P7	Johannesburg	Yes	No
2	Ferreira, Beverly	9259412	P7	Johannesburg	Yes	Yes
3	Mokholwane, Jackson	9003893	P8	Johannesburg	No	No
4	Cloete, Jimmy	9353644	P8	Cape Town	No	No
5	Mahlangu, Mary	9400317	P7	Johannesburg	No	No
6	Arendse, Charmoné	9132899	P6	Johannesburg	No	No
7	Naidoo, Nerissa	9235787	P6	Johannesburg	No	No
8	Mulaudzi, Peter	9439806	P8	Cape Town	No	No
9	Abrahams, Clayton	9098766	P7	Cape Town	Yes	No
10	Hlatswayo, Beauty	9333002	P7	Johannesburg	No	Yes
11	James, Elviera	9259743	P7	Cape Town	No	No
12	Makota, Margaret	9023585	P8	Johannesburg	No	No
13	De Villiers, Cindy	9323235	P7	Johannesburg	No	No
14	Hajee, Sumaiyah	9100598	P7	Cape Town	No	Yes
15	Small, Trevor	9358978	P6	Cape Town	No	No

- 1 The employees are attributes.
The employee numbers are entities.
In terms of relationships, primary keys and foreign keys, the employee number will be the foreign key in the employee table. This same key can be a primary key in the branch table.
In a training or skills acquired status table, the employee number will remain the foreign key and the training or skills acquired status will be the primary key.
- 2 The employees are entities.
The employee numbers are queries.
In terms of relationships, primary keys and foreign keys, the employee number will be the primary key in the employee table. This same key can be a foreign key in the branch table.
In a training or skills acquired status table, the employee number will remain the primary key and the training or skills acquired status will be the foreign key.
- 3 The employees are attributes.
The employee numbers are select queries.
In terms of relationships, primary keys and foreign keys, the employee number will be the foreign key in the employee table. This same key can be a primary key in the branch table.
In a training or skills acquired status table, the employee number will remain the foreign key and the training or skills acquired status will be the primary key.
- 4 The employees are entities.
The employee numbers are attributes.
In terms of relationships, primary keys and foreign keys, the employee number will be the primary key in the employee table. This same key can be a foreign key in the branch table.
In a training or skills acquired status table, the employee number will remain the primary key and the training or skills acquired status will be the foreign key.

Question 11

Alternative software applications are available to solve specific HR business problems. These require the use of multiple applications and technical infrastructure. The success of this architecture is a result of the established standards (over decades) and the combination of products from multiple vendors that allows various devices to work together. What type of architecture does this represent?

- 1 N-Tier architecture
- 2 Best of Breed (BOB)
- 3 Client-server architecture
- 4 Three-tier architecture

Question 12

(a) _____ architecture exists with databases and applications being distributed among many computers around the world. Computer networks are thus created that provide instant access to operational data, allowing real-time managerial decision capability regardless of your physical location.

(b) _____ architecture refers to “back-end” servers that are divided into database servers and application servers. Clients manage the interface but complex processing takes place in the middleware.

- | | | |
|---|----------------------|---------------------|
| 1 | (a) Service-oriented | (b) Three-tier |
| 2 | (a) Shared services | (b) Two-tier |
| 3 | (a) Two-tier | (b) Shared services |
| 4 | (a) N-tier | (b) Three-Tier |

Question 13

Which of the following statements regarding non-employees, as users of the HRIS, are correct?

- a Job seekers can use a recruiting portal where they can provide applicant data that they enter into the appropriate fields on the HRIS database.
- b Power users acquire as much relevant data as possible, they examine and analyse it and provide reasonable alternatives with supporting information to facilitate decisions of managers.
- c Sourcing partner organisations can, for example, use the HRIS to obtain relevant information about a vacancy that they have been tasked to fill.
- d Technicians ensure that HR staff members have HRIS access, information and the tools they need to do their jobs.

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

Question 14

Germinah calls you and she is very upset. She wrote her final HR exam this afternoon and, as she puts it, she “went blank” in the exam; she could not remember many of the things she studied. She is really disheartened and discusses many of the questions with you. She asks you to refresh her memory on some key concepts. Choose from the following two columns the correct option in column B that matches the correct option in column A to explain the concepts to Germinah.

Column A	Column B
1 e-HRM	A Uses information technology (specifically the Web) to deliver efficient and effective HR services
2 SaaS	B HR software hosted remotely and accessed via a network over the Internet.
3 BOB	C Architecture that combines products from a variety of vendors.
4 Big data	D Large volume datasets that contain a variety of information that is collected in a short period of time.

1

Column A	Column B
1 e-HRM	= D Large volume datasets that contain a variety of information that is collected in a short period of time.
2 Saas	= B HR software hosted remotely and accessed via a network over the Internet.
3 BOB	= C Architecture that combines products from a variety of vendors.
4 Big data	= A Uses information technology (specifically the Web) to deliver efficient and effective HR services

2

Column A	Column B
1 e-HRM	= B HR software hosted remotely and accessed via a network over the Internet.
2 Saas	= D Large volume datasets that contain a variety of information that is collected in a short period of time.
3 BOB	= A Uses information technology (specifically the Web) to deliver efficient and effective HR services
4 Big data	= C Architecture that combines products from a variety of vendors.

3

Column A	Column B
1 e-HRM	= C Architecture that combines products from a variety of vendors.
2 Saas	= A Uses information technology (specifically the Web) to deliver efficient and effective HR services
3 BOB	= D Large volume datasets that contain a variety of information that is collected in a short period of time.
4 Big data	= B HR software hosted remotely and accessed via a network over the Internet.

4

Column A	Column B
1 e-HRM	= A Uses information technology (specifically the Web) to deliver efficient and effective HR services
2 Saas	= B HR software hosted remotely and accessed via a network over the Internet.
3 BOB	= C Architecture that combines products from a variety of vendors.
4 Big data	= D Large volume datasets that contain a variety of information that is collected in a short period of time.

Question 15

Veronique is responsible for capturing data after interviews had taken place. She also normally adds data of new employees on the HRIS. Veronique is an HRIS (a) _____. Ben is the national Sales Manager and he depends heavily on Pradeep to acquire as much relevant data as possible, examine it and provide him with reasonable alternatives together with supporting information that will enable him to make decisions. This can range from patterns in sales data to integrating the profiles and skills of the sales force with this data. Pradeep is a (b) _____ user of the HRIS.

- | | |
|-------------------------|----------------------|
| 1 (a) clerical employee | (b) power |
| 2 (a) sourcing partner | (b) organisational |
| 3 (a) power user | (b) technician |
| 4 (a) technician | (b) sourcing partner |

Question 16

Lewis is the e-tutor for HRM3703. In preparation for the classes this Saturday he is compiling slides to explain to the students what the four main purposes of maintenance in SDLC are. He decides to include examples to illustrate this to them. Choose the options that correctly represent the missing words in these examples.

Examples

Nina works for a RetNaad manufacturers, a large tyre manufacturing company, she is tweaking or improving their existing systems, which represents (a) _____ maintenance. Bernard is focused on testing and maintaining the hardware and software that runs the HRIS of BigFoot Enterprises the organisation that he works for, this refers to (b) _____ maintenance. Louisa has been

tasked to make small changes to the HRIS at FrontLeaders Incorporated to ensure that it truly addresses the needs of the organisation. These are small changes that will make a huge difference, which is called (c) _____ maintenance. The Protection of Personal Information Act came into effect, which has certain implications for HR practices. When Sibongile changes some settings to accommodate this on Ocjamia Importers' system - this reflects (d) _____ maintenance.

- | | | | | |
|---|------------------|------------------|------------------|------------------|
| 1 | (a) perfective | (b) preventative | (c) corrective | (d) adaptive |
| 2 | (a) preventative | (b) perfective | (c) adaptive | (d) corrective |
| 3 | (a) adaptive | (b) corrective | (c) preventative | (d) perfective |
| 4 | (a) corrective | (b) adaptive | (c) perfective | (d) preventative |

Question 17

Kimberley is documenting the organisation's current capabilities, identifying new needs and determining the scope of an HRIS. Kimberley is busy with the _____ phase in the system development life cycle.

- 1 planning
- 2 maintenance
- 3 analysis
- 4 implementation

Question 18

Joanne is the chief HRIS analyst and she is tasked with the responsibility of transforming HR processes at Bella Trading. She has considered all the changes that need to be implemented in the existing system. Joanne has now moved to the next crucial phase where the system requirements are specified correctly and in detail. This is fundamental in choosing the best HRIS solution based for Bella Trading as they would not only have to rely on information provided by the vendors. At this point, the investigation is at the highest level.

Joanne and her team are currently engaged in the (a) _____ phase of the SDLC. Thus the phase has progressed to the (b) _____ stage where interaction and involvement of employees affected by the changes is important. Which option below correctly reflects the missing phase and stage?

- | | | |
|---|-----------------------------|-----------------|
| 1 | (a) needs analysis planning | (b) observation |
| 2 | (a) needs analysis | (b) exploration |
| 3 | (a) needs analysis planning | (b) exploration |
| 4 | (a) needs analysis | (b) observation |

Question 19

Ndom is responsible for the analysis phase in the SDLC. He has taken a while to gather the information but he wants to ensure that he gathers all the required information. He wants to speak to the right people during this process. Choose from the list below the parties that you would recommend to him to consult with.

- a only managerial employees
- b employees who have worked in the organisation for a long period of time
- c new employees
- d outside consultants

Now choose the option that reflects the right combination:

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

Question 20

Mihla and Aiden are busy with the exploration stage in the needs analysis phase in the SDLC. Choose the correct option from the following statements:

- 1 Mihla and Aiden can use observation to explore all types of HR processes and gather data about these jobs and the observation can be done by any employee. Interviews can be used to collect the data. However, those who are interviewed must be able to communicate the key HR practices and processes effectively so that the analysis team can develop a thorough understanding of current HR operations.
- 2 Mihla and Aiden should use a combination of questionnaires, interviews, observation and focus groups. The problem in question will not have an impact on this choice.
- 3 Mihla and Aiden can use focus groups to gather information. By using this method, they can bring people together and this can lead to greater and more effective information sharing. Questionnaires can be used as a data collection tool but they must be designed and implemented carefully to obtain usable results.
- 4 Mihla and Aiden can use focus groups consisting of 20 people. They should take notes or video/audio tape the sessions and use a variety of facilitation methods such as brainstorming and consensus building.

Total for assignment is 20 marks x 5 = 100 marks

Feedback on this assignment will be provided in Tutorial Letter HRM3703/201/2/2018 which will be available on myUnisa a few weeks after the due date of this assignment.

ASSIGNMENT 02 (SEMESTER 2)

Assignment 02 (semester 2)	
Study chapters (together with the learning units in the study guide) 7, 8, 9, 11 and 12 in the prescribed book	
Due date	Unique number
5 September 2018	806768

Remember, you have to submit an assignment on or before the due date to be admitted to the examination! You only submit this assignment 02 if you are registered for the second semester in 2018. Submit the assignment via myUnisa in pdf format, do NOT post the assignment. Remember to consult Tutorial Letter HRMALL6/301/4/2018 for guidelines on written assignments and the lecturer's expectations.

LEARNING OUTCOMES

On completion of this assignment, you should be able to

- discuss the concept of CBA
- discuss why CBA is critical in HRIS project success
- discuss how non-involvement of employees during HRIS implementation can be addressed
- discuss how training and development can impact on HRIS implementation
- discuss the common attributes of talented individuals
- discuss the role of performance management, compensation and benefits in establishing and maintaining corporate culture in an organisation
- differentiate between various structural approaches to HR administration service delivery and apply this practically

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 HRMALL6/301/4/2018 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.

- 1.1 Based on the information in the case study, indicate what Meddevco should have done to avoid its problems. (6)
 - 1.2 Discuss how Meddevco can solve the problems created due to the non-involvement of their employees during the HRIS implementation. (4)
 - 1.3 Briefly discuss what Meddevco can do to improve the operation of their system. (10)
- [20]**

Question 2

Briefly discuss the concept of CBA. Find an example on the internet of CBA in HR (it does not have to be CBA for an HRIS it can be related to any HR activity in an organisation). Also, indicate why CBA is critical for a successful HRIS project. (10)

[10]

Question 3

The Financial Director of the company you work for has asked your opinion regarding the attributes of talented individuals. You explain to him that talented individuals normally has good problem-solving skills. The Financial Director is interested in learning more. He invites you to prepare a brief presentation where you discuss four more common attributes of talented individuals.

(8)

[8]

Question 4

Discuss the role of performance management, compensation and benefits in establishing and maintaining corporate culture in an organisation.

(7)

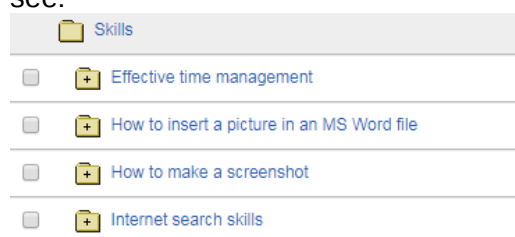
[7]

Question 5

5.1 Briefly discuss the data and process views of a system. (8)

5.2 Imagine that you work for medium sized organisation that sells corporate funeral policies. The name of the company is Peace-4-Minds. You are a broker that travels to see clients and sell their funeral policies. All employees have to be at the office on Wednesdays and company meetings are thus scheduled on this day. As far as the remainder of the workweek goes, brokers are expected to meet with clients either at the offices of Peace-4-Minds or at the customer's preferred location. As the brokers are not at the office every day, they have to plan well in advance if they want to apply for leave. To apply for leave the brokers have to complete a form that has to be signed by the HR manager before it is captured on a spreadsheet. Brokers have to keep abreast with the latest product developments and they thus have to attend regular training and updates. They also have to be certified by the relevant insurance body. It is important that Peace-4-Minds keeps thorough record of this. At present certified copies of these documents are provided by the employees to the HR Manager who keeps them in the filing cabinet and he captures it on a spreadsheet.

Assume that the organisation above is considering implementing an HRIS. Do a search on the internet to find two examples of HRIS vendors with products that can help Peace-4-Minds. The organisation has identified that they need to keep electronic record of skills updates and qualifications obtained and they need to streamline their leave processes. Find four examples of HRIS vendors that offer such solutions that enable employees to take care of both these aspects themselves without the HR Manager (although some approval might be needed on the system before finalisation). Find links to three demonstration videos (3 marks). Identify the type of portal – use the information in your prescribed book (2 marks). Watch the video's, look at the information provided in the scenario above and explain how the employees of Peace-4-Minds can utilise the examples you identified (3 marks). Provide reasons why you specifically chose the examples that you did (2 marks). Indicate how the implementation of the options you chose will potentially impact the job of the HR Manager at Peace-4-Minds (4 marks). Remember to include screenshots/clippings of the examples as well (3 marks) (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:



You also properly reference your examples, refer to tutorial letter HRMALL6/301/4/2018 for more information.

(17)

[25]

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 HRMALL6/301/4/2018. [5]

Total = 75 marks*

*The total will be converted to a percentage.

Guidelines on how to approach this assignment

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

- Study learning units **07, 08, 09, 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.
- Read the case study carefully and all the other questions in this assignment.
- Do a search on the internet to find examples of videos in question 5.
- Remember to include screenshots of the what you choose.

Assessment criteria

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

Poor performance (0 – 40%)	Average to good performance (41 – 70%)	Excellent performance (71 – 100%)
Question 1.1 (6 marks)		
• No/unclear indication of what Meddevco should have done to avoid the problems	• Limited indication of what Meddevco should have done to avoid the problems	• Clear indication of what Meddevco should have done to avoid the problems
Question 1.2 (4 marks)		
• No/unclear discussion on how Meddevco can solve the problems created due to non involvement of employees during the HRIS implementation	• Limited discussion on how Meddevco can solve the problems created due to non involvement of employees during the HRIS implementation	• Clear discussion on how Meddevco can solve the problems created due to non involvement of employees during the HRIS implementation
Question 1.3 (10 marks)		
• Poor/limited indication of what Meddevco can do to improve the operation of their system	• Some indication of what Meddevco can do to improve the operation of their system	• Clear indication of what Meddevco can do to improve the operation of their system
Question 2 (10 marks)		
• Unable to discuss the CBA concept • Unable to indicate why CBA is critical for the success of an HRIS project	• Able to the discuss CBA concept to a limited extent • Able to indicate to a certain extent why CBA is critical for the success of an HRIS project	• Able to fully discuss the CBA concept • Able to indicate to a great/full extent why CBA is critical for the success of an HRIS project
Question 3 (8 marks)		
• Limited/no ability to discuss four more attributes of talented individuals	• Able to discuss some additional attributes of talented individuals	• Able to fully discuss four more attributes of talented individuals
Question 4 (7 marks)		
• No/unclear discussion of the role of PM, compensation and benefits in establishing and maintaining corporate culture	• Limited discussion of the role of PM, compensation and benefits in establishing and maintaining corporate culture	• Clear discussion of the role of PM, compensation and benefits in establishing and maintaining corporate culture

Poor performance (0 – 40%)	Average to good performance (41 – 70%)	Excellent performance (71 – 100%)
Question 5.1 (8 marks)		
Unable to discuss the data and process views of a system	Able to discuss the data and process views of a system to a limited extent	Able to discuss the data and process views of a system extensively
Question 5.2 (17 marks)		
- Did not include the examples of videos or included examples that are not relevant. - Did not indicate how the use of this can impact the capacity of the HR manager. - Did not identify the type of portal/incorrectly identified it. - Limited/No explanation of how the employees at Peace-4-Minds can utilise the portals. - Did not provide reasons for your choice. - Did not include screen shots.	- Included some examples (videos) or included examples that are not totally relevant. - Limited indication of how the use of this can impact the capacity of the HR manager. - Limited identification of the type of portal. - Some explanation of how the employees at Peace-4-Minds can utilise the portals. - Provide limited reasons for your choice. - Included limited screenshots.	- Included all the required example videos that are totally relevant. - Good indication of how the use of this can impact the capacity of the HR manager. - Correct identification of the type of portal. - Clear explanation of how the employees at Peace-4-Minds can utilise the portals. - Provide good reasons for your choice. - Included screen shots.
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	- Used some headings and subheadings - Included a limited table of contents - Included an introduction - Acknowledged some sources, mostly using the correct reference technique - Included a conclusion - Included a bibliography	- Used headings and subheadings throughout the assignment - Included a detailed, descriptive table of contents - Included a relevant introduction - Acknowledged sources using the correct reference technique - Included a satisfactory conclusion - Included a bibliography in the correct format, listing all relevant sources
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 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	- 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 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	- 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 - Presentation followed a predetermined structure and format - Ideas fully developed and substantiated - Overall impression one of neatness - Sources correctly referenced

Total = 75 marks

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/websites 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 learning units and prescribed book, to the practical situation of the case study or 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.

Please note these mistakes and tendencies and guard against making them when you formulate your answers to the questions of this assignment.

Feedback on this assignment will be provided in Tutorial Letter HRM3703/202/2/2018 which will be available on myUnisa a few weeks after the due date of this assignment.