

Tutorial Letter 201/1/2017

Human Resource Information Systems and Technology

HRM3703

Semester 1

Department of Human Resource Management

PLEASE NOTE:

This tutorial letter contains feedback on Assignment 01.

BAR CODE

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Visit the HRM3703 myUnisa module site on a regular basis, participate in the discussion forums and stay in touch with your lecturer and fellow students.

Dear Student

1 INTRODUCTION

We hope that you have enjoyed this module thus far. There were some delays with registrations which have now been resolved. This tutorial letter contains feedback on Assignment 01, as well as more information on the examination and errata in the MO002. You should therefore find this tutorial letter helpful. Please read through it carefully and use it when preparing for the examination for this module. This tutorial letter will be available under [Official Study Material](#) on the HRM3703 myUnisa module site and you should also have received a printed copy of it. The two Modules Online documents are provided in print and the electronic versions are available under **Additional Resources** in the folder "[Modules online documents](#)".

2 GUIDELINES FOR ANSWERING ASSIGNMENT 01

These questions refer to chapters 1, 2, 3 and 4 in the third edition of the prescribed book. We repeat the questions for the sake of completeness.



We trust you found Assignment 01 interesting and stimulating. The questions for Assignment 01 were included in the second Modules Online document HRM3703/MO002/3/2017 in an appendix. **In some of the feedback we provided links to articles or Web resources. You will NOT be examined on these unless we specifically indicated so.**

Correct answer	Discussion
Question 1	
Choose the incorrect statement below. - HR activities can be classified into three broad categories, namely transactional, traditional and transformational. - The increased use of technology and the changed focus of the HRM function, which shifted to adding value to the organisation's product or service further built on the HR department's role as a strategic partner. - HR strategies are dependent on business strategies (for example cost saving or innovation) and business setting (referring to for example the manufacturing industry or government departments). - IT driven automation and redesign of work processes help reduce costs and time whilst improving quality.	
The correct answer is option 2. Refer to chapter 1 in the prescribed book.	The use of technology and the changed focus of the HRM function, which shifted to adding value to the organisation's product or service lead to the emergence of the HR department's role as a strategic partner. Before this, HR did not have a seat at the boardroom table so it did not shift to adding value. All the other statements are correct. Read these articles for further information (you will not be examined on this article) INTERNET RESOURCES/SEARCH THE WEB http://www.eremedia.com/tlnt/the-key-to-strategic-hr-you-must-be-a-strong-capable-business-partner/ http://www.greatplacetowork.com/events-and-insights/blogs-and-news/2917-why-strategic-hr-matters-and-how-hr-can-become-more-strategic
Question 2	
Which of the following represents themes of the evolution into strategic HRM? - There is a shift from managing people to creating strategic contributions, representing the resource-based view and social capital. - The outcomes of strategic HRM can be measured using the HR balanced scorecard approach. - HR strategies are dependent on business strategies and HR system components and structures focus on architecture and bundles of high-performance work practices. - Strategic HRM focusses mainly on shorter-term objectives. - b, c, d - a, b, c - b, d - a, d	
The correct answer is option 2. Refer to chapter 1 in the prescribed book, the section "Technological Advancement Era and the Emergence of Strategic HRM (1990 to Present)".	The evolution of HRM function into the strategic HRM had an effect on the business performance measures using the balanced scorecard approach. Beatty et al (2003) strengthened the balance scorecard approach by incorporating HR's role and developing the HR balanced scorecard. The HR scorecard focused on achieving key HR deliverables, namely: the workforce mindset, technical knowledge, and workforce behaviour. The process requires the alignment, integration, and also the differentiation of the HR systems. Thus the HR strategies are dependent on the business strategies whereby HR systems, components and structures focus on architecture and bundles of high performance work practices. This embodies a shift from managing people to creating strategic contributions, representing the resource-based view and social capital. Strategic HRM focuses mainly on long-term objectives, therefore option D is incorrect, but options a, b and c are correct.

Correct answer	Discussion						
Question 3							
You have been appointed as an e-Tutor at Unisa and you have to explain to the first year students what the difference is between e-HRM and HRIS. You compile a table and ask the students to match all the correct options in column B to those in column A. Choose the correct combination in the options that follow after the table.							
Column A	Column B						
1 e-HRM	1 refers to databases and systems focused on a single HR application, or large-scale ERP architecture and Web-based applications						
2 HRIS	2 it can be accessed using smartphones, tablets and social networking tools that enable employees to access HR data remotely or to connect with others in the organisation						
	3 reflects the philosophy for the delivery of HR and it uses technology (for example the Web) as the central component of delivering efficient and effective HR services						
	4 Organisations embracing this don't simply utilise technology in the support of human resources but instead see technology as enabling the HR function to be done differently by modifying how information flows, how people interact socially in the organisation and how they communicate in the organisation						
	5 focus on how HR functionality is delivered						
	6 focus on the systems and technology underlying the design and acquisition of systems						
Now choose the option below that correctly reflects the matching of the two terms in column A with the options in column B.							
1	<table> <tr> <th>Column A</th><th>Column B</th></tr> <tr> <td>1 e-HRM</td><td>1, 4 6</td></tr> <tr> <td>2 HRIS</td><td>2, 3, 5</td></tr> </table>	Column A	Column B	1 e-HRM	1, 4 6	2 HRIS	2, 3, 5
Column A	Column B						
1 e-HRM	1, 4 6						
2 HRIS	2, 3, 5						
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Column A	Column B						
1 e-HRM	2, 3, 5						
2 HRIS	1, 4, 6						
The correct answer is option 3. Refer to chapter 1 in the prescribed book, the sections "E-HRM and HRIS".	e-HRM reflects the philosophy for the delivery of HR. Technology, particularly the web portal becomes the nerve centre that enable HR function to be done differently by modifying information flows, social interaction patterns, and communication processes. Whereas HRIS refers to the technology and processes underlying this new way of conducting HRM. The HRIS technology includes: databases, functional systems such as performance management, Enterprise Resource Planning (ERP) architecture and web-based application. An HRIS can be accessed by means of various devices such as computers, smart phone and tablets.						

Correct answer	Discussion																
Question 4																	
Ntombi has to make a choice between a number of information systems providing support for HRM. The organisation needs a system that provides high level data, assists with long-term planning and are able to support strategic direction and decisions. One example is succession planning. Joe works for an organisation which needs an information system that can provide access to centralised organisational data that can be shared across functional boundaries and serve as a single source of data. From the following list, identify the correct type of system that Ntombi's and Joe's organisations need. <table><tr><td>1</td><td>Ntombi = office automation system</td><td>Joe = transaction processing system</td></tr><tr><td>2</td><td>Ntombi = decision support system</td><td>Joe = collaboration technologies</td></tr><tr><td>3</td><td>Ntombi = collaboration technologies</td><td>Joe = office automation systems</td></tr><tr><td>4</td><td>Ntombi = executive information system</td><td>Joe = enterprise resources planning system</td></tr></table>		1	Ntombi = office automation system	Joe = transaction processing system	2	Ntombi = decision support system	Joe = collaboration technologies	3	Ntombi = collaboration technologies	Joe = office automation systems	4	Ntombi = executive information system	Joe = enterprise resources planning system				
1	Ntombi = office automation system	Joe = transaction processing system															
2	Ntombi = decision support system	Joe = collaboration technologies															
3	Ntombi = collaboration technologies	Joe = office automation systems															
4	Ntombi = executive information system	Joe = enterprise resources planning system															
The correct answer is option 4. Refer to chapter 1 in the prescribed book, table 1.1.	Ntombi's organisation needs an executive information system. The major goal of an executive information system is that it assists with succession planning and aggregation of data on the balanced scorecard. It can provide high level data, help with long-range planning and support strategic direction and decisions.  INTERNET RESOURCES/SEARCH THE WEB https://en.wikipedia.org/wiki/Executive_information_system Example of an executive information system: https://www.youtube.com/watch?v=0oviu4-n1XI (Note that you will not be examined on the information in either of these articles/links.) Joe's organisation needs an enterprise resources planning system. The crux of these types of systems is the integration and centralisation of corporate data, sharing of data across functional boundaries and the fact that it serves as a single data source. An example of such a system can be viewed in this link: https://www.youtube.com/watch?v=a4ZBhskPgE8 (Note that you will not be examined on the information in this link.)																
Question 5																	
The HR Director at BR consulting is very serious about the POPI Act and its implications for the company. In the systems model of organisational functioning as discussed in the prescribed book, this represents a factor in the (a) _____ environment that will affect the other environments and HR policies. The type of HRIS that they use represents the (b) _____ environment and how they recruit staff members the (c) _____ environment. <table><tr><td>1</td><td>(a) global business</td><td>(b) organisational</td><td>(c) human resources</td></tr><tr><td>2</td><td>(a) organisational</td><td>(b) human resources</td><td>(c) labour market</td></tr><tr><td>3</td><td>(a) human resources</td><td>(b) organisational</td><td>(c) labour market</td></tr><tr><td>4</td><td>(a) global business</td><td>(b) human resources</td><td>(c) organisational</td></tr></table>		1	(a) global business	(b) organisational	(c) human resources	2	(a) organisational	(b) human resources	(c) labour market	3	(a) human resources	(b) organisational	(c) labour market	4	(a) global business	(b) human resources	(c) organisational
1	(a) global business	(b) organisational	(c) human resources														
2	(a) organisational	(b) human resources	(c) labour market														
3	(a) human resources	(b) organisational	(c) labour market														
4	(a) global business	(b) human resources	(c) organisational														
The correct answer is option 1. Refer to chapter 1 in the prescribed book, the section "A Model of Organisational Functioning" and learning unit 01 in the Modules Online (MO002) document.	The HR environment is central in the systems model as discussed in chapter 1 of the prescribed book. It functions within the organisational environment and this environment functions in the global business environment. There are several factors influencing or impacting on each of these environments. This question requires insight; the global business environment includes legislation and government regulations. The POPI Act is unique to the South African environment and regulates the protection of personal information. Let's look at an HR example. In the case of organisations, personal information is stored on the HRIS and this should be protected in line with the POPI Act. In other countries around the world similar legislation is applicable that should be adhered to. This will ultimately influence HR and organisational policies and procedures. The Act																

Correct answer	Discussion
	(that forms part of the global environment) makes provision for the constitutional right to privacy by safeguarding personal information when processed by a responsible party. The Act will directly influence systems within the organisational environment , and therefore directly influence the HR policies implemented within the organisation's HR systems (HR environment). Thus the type of personal data/information collected and stored in the HRIS and used in the organisation have to be protected in accordance with the legislation and the company policy..

Question 6

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 TerDan Enterprises. They have implemented an HRIS recently and the information is thus available electronically via the system. TerDan Enterprises want to expand their operations to Europe and they thus want to establish which employees are working in which branch and they also want to determine the language proficiency of all their staff members as this might assist when they consider placing staff members in the international branch in Europe. Choose the correct option from those given below the table.

Employees

	Employee	Employee number	Post level	Gender	Branch	Qualification	Language proficiency (other than English)
1	Thomas	6796043	P8	M	Durban	Diploma	Zulu
2	Liezl	7765321	P8	F	Johannesburg	BA degree	Afrikaans
3	Sally	9835290	P7	F	Pretoria	MPhil degree	French
4	Hartmut	8630735	P9	M	Cape Town	Grade 12	German
5	Annabelle	8537951	P7	F	Cape Town	MCom degree	French
6	Vuyo	8251000	P8	M	Johannesburg	BCom Hons degree	Xhosa
7	Itumeleng	8334680	P8	F	Cape Town	BA Hons degree	Sepedi
8	Johann	8063011	P9	M	Polokwane	Grade 12	Afrikaans
9	Peter	7620799	P8	M	Polokwane	BCom degree	Spanish
10	Shaun-Carlos	6804662	P7	M	Cape Town	MCom degree	Portuguese

- 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 the language proficiency table, the employee number will remain the primary key and the language proficiency will be the foreign key.
- 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 the language proficiency table, the employee number will remain the primary key and the language proficiency will be the foreign key.
- 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 the language proficiency table, the employee number will remain the foreign key and the language proficiency will be the primary key.
- 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 the language proficiency table, the employee number will remain the foreign key and the language proficiency will be the primary key.

Correct answer	Discussion
The correct answer is option 2. Refer to chapter 2 in the prescribed book, the section “Key Relational Database Terminology” and all its subsections.	Before you can answer this question, you need to understand some basics about HRIS and the “lingo” or terminology used. What is an entity? This can include employees, position in companies and even jobs. What are attributes? Each entity is made up of attributes and an attribute is a characteristic of an entity. Take the example of an employee (entity). This entity has a name, surname, employee number, etc. These are thus attributes of an entity. In HRIS language we store information about entities in tables (see figure 2.3 in the prescribed book for an example). In a table we can find primary keys and foreign keys. Primary keys are unique characteristics such as a person’s identity number or their employee number assigned by the organisation they work for. Each entity has an attribute that has a unique value for each instance. Think about an employee’s identity number or employee number. There are different jobs in an organisation and we can also assign a unique number to these jobs. All these unique attributes can be used as a table’s primary key. The primary keys and foreign keys depict the relationship of each attribute in a table. You will find an example in the prescribed book. In the table in this question, however, the employees are attributes and 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 driver’s licence table, the employee number will remain the primary key and the driver’s licence will be the foreign key. If the unique driver’s licence number was stored and not only an indication of code 10 or code 08, then this number would have been a primary key. Remember that at the end of your prescribed book a glossary list is included where you will find definitions of various terms. Look at these when you need clarity on a particular concept.

Question 7

When organisations want to establish which employees speak which language other than English, they can use the HRIS or database to obtain the answer. When a question is asked about the data **stored** in a database, this is referred to as a/an _____.

- 1 query
- 2 foreign key
- 3 entity
- 4 primary key

The correct answer is option 1. Refer to chapter 2 in the prescribed book, the section “Key Relational Database Terminology” and all its subsections.

This example represents a query. They want to know which employees speak which language other than English. Refer to the explanation of the basic terminology in the feedback on question 6.

We also explained the concepts of a foreign key, a primary key and an entity in the answer to question 6.

Question 8

Beatrice is currently working on the HRIS. She has added Tintswalo and Barry, who recently joined the organisation, and she has added a cellphone and expat allowance for Kgala, who has moved to the new European branch of TerDan Enterprizes. In terms of relational database terminology, what do these actions represent?

- 1 a cross-tab query

Correct answer	Discussion
2 an attribute 3 an action query 4 a foreign key	
The correct answer is option 3. <i>Refer to chapter 2 in the prescribed book, the section "Key Relational Database Terminology" and all its subsections.</i>	Beatrice is performing an action query because she is updating data in a table by adding two new employees and their relevant information. A cross-tab query is a query where calculations on the values in a field are performed and tabulated for a particular descriptor attribute, contrasting them in table format. Remember, we already discussed the basic terminology in the feedback on question 6 for HRM3703. It is crucial that you master the basic terminology.

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 physical location.	
1 Service-oriented 2 Shared services 3 N-tier 4 Two-tier	
The correct answer is option 3. <i>Refer to chapter 2 in the prescribed book, the section "Data Sharing Across Locations". Also refer to chapter 3.</i>	N-tier architecture is expandable to multiple Web servers and applications to handle load balancing. Web servers can be geographically dispersed, additional file servers can be added to save documents, reports, error logs and employee data. Multiple print servers or specialised printers can be added as needed as well as additional process schedulers to handle large batch jobs such as payroll cycles. -Tier architecture describes the software and hardware configuration that divides a business application into two tiers, usually user interface and business logic on the user's computer and the database and mainstream parts on the server. Shared services refer to centres that are technology enabled groups designed to provide excellent service to internal customers at reduced costs. Another type of architecture exists that has not been included in this question, this is called 3-Tier architecture and in this architecture a client computer interacts with two or more servers. One server usually maintains the database and the other server manages the processing logic. In the learning units we have provided links to additional information about data sharing across locations and the various architecture used. You will also find links to visuals representing these. A number of examples are also provided in the prescribed book.

Question 10

Refer to the options below and choose the correct option that reflects the database terminology correctly.	
1 Select query = Beatrice uses the HRIS to look up which employee in the organisation can speak Spanish as they are busy dealing with a Spanish supplier and communication in English seems to cause misunderstandings. Forms = Gregory uses the HRIS to determine the number of staff in the HR Department, the Sales team and Financial Department. 2 Select query = Beatrice uses the HRIS to look up which employee in the organisation can speak French. Cross-tab query = Danny uses the HRIS to remove Sally from the HRIS three months after she passed away. 3 Attributes = William uses the HRIS to view all the different positions in the organisations. Action query = Sarah activates the paid maternity leave benefits for the female employees whose probation period has lapsed and who have now been permanently appointed.	

Correct answer	Discussion
4	Entity = Annabelle explains to the industrial psychology intern that each employee in the HRIS represents an entity. Action query = Itumeleng uses the HRIS to update Shaun-Carlos' recently obtained MCom degree on the system.
The correct answer is option 4. <i>Refer to chapter 2 in the prescribed book, the section "Key Relational Database Terminology".</i>	Annabelle's explanation of an entity is correct and Itumeleng used an action query to update the record of Shaun-Carlos. We also explained attributes in the feedback on question 6. In question 8 we explained cross-tab queries.
Question 11	
HRIS databases consist of two different categories, namely _____. 1 information about people and information about market trends 2 information about the organisation and information about the competitive environment 3 information about people and information about the competitive environment 4 information about people and information about the organisation	
The correct answer is option 4. <i>Refer to chapter 3 in the prescribed book, the section "Important Data".</i>	Specific data from the HRIS are categorised into three categories, namely (1) information about people, (2) the organisation and (3) data that are created as a result of the interaction between the first two. Information about people can typically consist of biographical information about employees, organisational information refers to information about jobs, positions job specifications, compensation and the like. The third category refers to for example performance appraisals and compensation information. Information about the competitive environment and market trends does not fall within these categories as they are externally related to the organisation. HRIS is primarily related and addresses the internal affairs of the organisation.
Question 12	
Organisations have to determine whether they should customise software or stay with a "vanilla" version. Which tool can they use to help them with this decision? 1 competitive analysis 2 cost-benefits analysis 3 needs assessment 4 version assessment	
The correct answer is option 2. <i>Refer to chapter 3 in the prescribed book, the section "Planning for System Implementation".</i>	A cost-benefits analysis (CBA) can be used to determine whether the organisation should customise or adapt a current system or use a system "off-the shelf". Using a "vanilla" system means that the organisation uses a system with no changes, the system is thus used as it has been developed with no changes made for the organisation. A competitive analysis is usually used to determine what makes a particular product or service unique and thus increases the organisation's market share. A needs assessment forms part of the systems development life cycle and cannot be used to determine whether a system should be customised or used as is. Version assessment is the assessment of various versions of a product or in this case of the software to determine which version is suitable. In this case it will not be the correct option.
Question 13	
Skyler phones you and she is very upset. She wrote her final HR examination this afternoon and, as she puts it, she "went totally blank" in the examination; she could not remember many of the things she	

Correct answer

Discussion

had studied. She discusses the questions with you and asks you to explain some concepts to her. From the following two columns, choose the correct explanation in column B that matches the correct concept in column A.

Column A	Column B
1 XML	a A “language” designed to describe data
2 BOB	b Architecture that combines products from a variety of vendors
3 SaaS	c HR software is hosted remotely and accessed via a network over the internet
4 N-Tier	d Software and hardware configurations, in which databases, applications, and other resources are distributed to many computers/devices

1

Column A	Column B
1 XML	c HR software is hosted remotely and accessed via a network over the internet
2 BOB	d Software and hardware configurations, in which databases, applications, and other resources are distributed to many computers/devices
3 SaaS	b Architecture that combines products from a variety of vendors
4 N-Tier	a A “language” designed to describe data

2

Column A	Column B
1 XML	d Software and hardware configurations, in which databases, applications, and other resources are distributed to many computers/devices
2 BOB	c HR software is hosted remotely and accessed via a network over the internet
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3

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4

Column A	Column B
1 XML	d Software and hardware configurations, in which databases, applications, and other resources are distributed to many computers/devices
2 BOB	b Architecture that combines products from a variety of vendors
3 SaaS	c HR software is hosted remotely and accessed via a network over the internet
4 N-Tier	a A “language” designed to describe data

The correct answer is option 3. Refer to chapter 3 in the prescribed book.

XML refers to a “language” designed to describe data. BOB refers to Best-of-breed and this is architecture that combines products from a variety of vendors. SaaS refers to Software as a service, HR software is hosted remotely and accessed via a network over the internet. N-Tier architecture is software and hardware configurations, in which databases, applications, and other resources are distributed to many computers/devices.

Question 14

Johnathan and Zelda are HR officers who are responsible for sifting through CVs from potential candidates for a vacant marketing position. The organisation they are working for uses an HRIS and specifically a recruitment and selection module. They make notes on the system regarding each application and they update the database. To update the database information, Zelda and Johnathan have to work on the system simultaneously. After the interviews have taken place, they add notes to the HRIS about each candidate and how they scored on each aspect that they used for evaluation purposes during the interviews. Choose from the options below what they can use that will allow them

Correct answer	Discussion
to update the database simultaneously and ensure that both their updates are added to the system. 1 middleware 2 DFD 3 N-tier architecture 4 Two-tier architecture	
The correct answer is option 1. Refer to chapter 3 in the prescribed book, the section “Three-tier Architecture”.	Jonathan and Zelda should use middleware. The reason for this is that it allows for updates on the database at the same time. Let’s consider the other options and provide some clarity: DFD (data flow diagram) is a graphical representation of the key business activities and processes in the HR system. N-tier architecture and Two-tier architecture were discussed in question 9. INTERNET RESOURCES/SEARCH THE WEB To see examples of DFDs, click on this link (https://www.google.co.za/search?q=DFD+images&tbm=isch&tbo=u&source=univ&sa=X&ei=RKHU9WOKPSv7AassIGIBA&ved=0CBoQsAQ&biw=1600&bih=799) You will learn even more about this in chapter 5 in the prescribed book, the section “Logical Process Modeling with Data Flow Diagrams”, which you will deal with later in learning unit 05.
Question 15	
Mike is using the HRIS of XYZ Trading. He is applying for a new position that the company advertised via a recruitment website. Mike is appointed and Tsakane uses the HRIS to assess him as an employee. Cebile uses the HRIS and she has been called to a management meeting, where the managers explain that they need a new type of HRIS report. Cebile liaises with Mark to communicate clearly exactly what should be included in this report that the managers require. Choose from the options below the one that correctly indicates each type of HRIS user.	
1 Mike = organisational employee Tsakane = clerical employee Cebile = manager 2 Mike = job seeker Tsakane = power user Cebile = technician 3 Mike = power user Tsakane = clerical employee Cebile = technician 4 Mike = job seeker Tsakane = organisational employee Cebile = power user	
The correct answer is option 4. Refer to chapter 3 in the prescribed book, the section “Employees” and “Nonemployees” and all the subsections.	Mike is a job seeker, he is not an employee as yet and falls within the nonemployee category, but due to the capability of the system he can still be a user of the HRIS. Tsakane is an organisational employee she uses the HRIS to assess Mike to determine whether he is a suitable candidate for the vacant position or not. Cebile is a power user, she has elevated responsibility and she has to use the HRIS to compile reports that managers such as Mark can use.
Question 16	
Which one of the following statements regarding BOB systems is incorrect? 1 BOB systems combine products from a variety of vendors. 2 A perceived need for a specialised solution should exist before an organisation can contemplate acquiring a BOB system. 3 There is no need for universally agreed-on guidelines or interoperability between the different applications to be combined into a BOB system. 4 Applications need to “speak the same language”.	
The correct	All the options are correct except for option 3. Universally agreed upon guidelines

Correct answer	Discussion
answer is option 3. Refer to chapter 3 in the prescribed book in the section “Best of Breed” on pages 71-72.	or interoperability is extremely important between different applications in a combined BOB system. Remember a BOB system is a system that consists of several systems that are combined into one system for a user. It is thus vital that these systems can speak to each other and work together if not, the BOB HRIS will not be able to work properly.
Question 17	
Jay is responsible for job interviews taking place the following week and for recruitment in his organisation. He uses the HRIS to compile a shortlist of possible internal candidates. To make an informed decision he considers the qualifications of the candidates, their employment and promotion history, any training they have recently attended and their skills profile. After the interviews have taken place, Gloria updates the system by adding information about the newly appointed employee to the HRIS. Jay is a/an (a) _____ of the HRIS and Gloria a/an (b) _____. 1 (a) organisational user (b) sourcing partner 2 (a) power user (b) clerical user 3 (a) technician (b) organisational user 4 (a) job seeker (b) power user	
The correct answer is option 2. Refer to chapter 3 in the prescribed book in the section “HRIS Customers/Users: Data Importance”.	Jay is a power user of the HRIS. He is responsible for job interviews and recruitment in his organisation and he will be using the HRIS to make decisions. Clerical employees (like Gloria) use the HRIS extensively, but not for the same purpose as power users. They have to capture data and ensure that data is correct. For example, when a new employee joins the organisation, clerical employees have to ensure that the banking details and salary information are updated and activated so that the new staff member will receive his/her pay. They are normally not involved in decision-making like power users, but they often have to provide systems-generated reports to other users who can use this information also to make decisions. Technicians are also called HRIS experts. Their role is to ensure that the HRIS users have access to the systems and all the information that they need. They need to understand HR and the specific information requirements, as they have to translate these into technical terms to ensure that the programmers and database administrators have the right information and are thus able to understand the needs fully and correctly. All three users discussed here are organisational users, in other words people employed by the organisation. There are also non-employees who are users of the system, such as sourcing partners and people looking for employment (job seekers). Sourcing partners can use the HRIS in cases where a recruitment agency needs information about a specific vacancy that they have been tasked to provide suitable candidates for. They can log on to the HRIS and obtain this information, but they will have limited access and limited rights to view only selected information. Job seekers, on the other hand, might be required as part of the recruitment process to add personal information to the company records by means of the HRIS. In such cases organisations usually make use of portals via the Web and potential candidates are also limited in terms of their HRIS access and capability. This saves a lot of time, as HR practitioners or clerical employees can merely check information and they do not have to spend a lot of time capturing some of the information from the start.
Question 18	
Khatoon is responsible for the analysis phase in the SDLC. It has taken her a long time to gather the information, but she wants to ensure that she gathers all the required information. What would you recommend to her? Who should she talk to whilst gathering the information? a employees who have worked in the organisation for a long time	

Correct answer	Discussion
b new employees c outside consultants d only managerial employees Now choose the option that reflects the right combination: 1 a, b, c 2 d 3 a 4 b, c, d	
The correct answer is option 1. Refer to chapter 4 in the prescribed book.	Khatoon should speak to employees who have worked in the organisation for a long period of time, new employees and outside consultants. She should definitely not only focus on managerial employees. By consulting all these people she will be able to gather the required data as she is consulting employees directly affected by the system and consultants experienced in HRIS.
Question 19	
Siphokazi is documenting the organisation's current capabilities, identifying new needs and determining the scope of an HRIS. Siphokazi is busy with the _____ phase in the system development life cycle. 1 maintenance 2 planning 3 implementation 4 analysis	
The correct answer is option 4. Refer to chapter 4 in the prescribed book.	During the Systems Development Life Cycle (SDLC) the following takes place: planning, the analysis, design, implementation and maintenance. Each of these phases play an important role. The planning includes both long-range and short-range planning. The analysis phase entails an analysis of the current capabilities of the organisation, new needs are identified and the scope of the HRIS is determined. The design phase encompasses the finalisation of the "blue print" of the system. During the implementation phase the system is built, tested and prepared for rollout. Often people talk about "going live", Normally the old system is switched off and the new system is "turned on" or implemented. Maintenance is the last phase but definitely not the least important. During this phase corrections has to be made, adaptations, perfections and prevention such as the maintenance of the hardware and software. Siphokhazi is thus currently in the analysis phase.
Question 20	
The final stage of the SDLC includes all of the following except for: 1 the requirements definitions should not be included in the report it forms part of the analysis stage 2 preparing a report that summarises the findings and presents recommendations for the design phase 3 the reports serves as a roadmap for going ahead 4 it should include an overview of the current systems and processes along with a description of how a new system could address the issues and weaknesses	
The correct answer is option 1. Refer the chapter 4, section "Reporting".	All the statements except for statement 1 are correct. It is very important that the requirement definitions are included as this indicates each of the prioritised requirements for the new system. No preset format exists for such a report because it will depend on the reporting standards and the intended audience. The question refers to the SDLC and the last phase is maintenance. The last phase in the needs analysis phase is reporting.

3 HOW TO CONVERT DOCUMENTS TO PDF

On the myUnisa module site under **Additional Resources** you will find a Skills folder and in this folder there is a subfolder “PDF converters”. You will find information and links that will help you to convert your assignments to PDF format.

4 THE EXAMINATION

4.1 Format of the examination

As previously mentioned, the examination will be a venue-based written examination. The exam paper will consist of two sections, section A and section B. Section A consists of a compulsory case study that all students have to answer and in section B you can answer any two of the four questions. **Note, it is two of four questions.** These questions will be subdivided into paragraph-type questions covering the full syllabus. Some of these questions may also be based on the case study in section A of the paper. **You will only receive an examination paper and no examination script, as we have made provision for you to answer the questions on the examination paper.** Write legibly and take note of the marks allocated to a question. Ensure that you provide enough facts.

Remember that you will not be examined by means of multiple-choice questions in the examination.

4.2 Guidelines for the examination

On the module site and in the learning units and MO documents, you will find links to articles and websites. You will NOT be examined on these unless we specifically state so. For example, in chapter 16 of the prescribed book you will find references to US-based legislation. We have provided the relevant South African legislation that you need to know. In your preparations you can also use the questions at the end of each chapter to revise, as well as the mind maps that you have compiled during the semester. Always look at the marks allocated to a question and ensure that you provide enough facts to earn the marks. Read the instructions in the examination paper carefully and complete all your personal particulars on the cover page of the examination script. **Write legibly and write in pen.**

Read all the questions in the examination paper, answer the compulsory question 1 in section A of the paper and choose any two of the questions in section B to answer. Indicate on the cover of the examination paper which questions you have completed by encircling the numbers of the questions you chose. For your convenience, we include an example of the examination cover page (in figure 1 on the last page of this tutorial letter).

4.3 What should you study for the examination?



STUDY

You will be examined on learning units 01–14 and 16–17 and chapters 1–14 and 16–17 in the prescribed book. We have indicated in the learning units which sections you should study and there are only a few additional websites/documents that we referred you to that you will be examined on (e.g. the POPI Act in learning unit 16).

You will thus NOT be examined on learning unit 15 (chapter 15) in the prescribed book. This learning unit, however, deals with important matters, but if you work in a large multinational there should be a lot of support and guidance provided along the way. Take note of the content, but we will not examine you on it.

4.4 How do you prepare for the examination?

Use the mind maps that you have compiled after each learning unit, use the questions at the end of each chapter in the prescribed book, your assignments and also the activities in the learning units. Remember that you will be examined on the learning outcomes for the module. In Tutorial Letter

HRMALL6/301/4/2017 we also provide guidelines for answering questions in the examination, assignments and also for answering case study-based questions. Remember to use the facts in the case study together with the theory that you have learnt to answer the questions.

4.5 Previous examination papers

Previous examination papers are accessible via myUnisa, the examinations department will upload them under **Official Study Material** (at the bottom of the screen).

5 DROPBOX ON MYUNISA

Remember that the Dropbox option on myUnisa is for you to share new and module-related information with the lecturer. Please do not use it to send assignments to the lecturer for marking. Submit your assignments directly on myUnisa.

6 BLOGGING TOOL ON MYUNISA

The blogging tool on the HRM3703 myUnisa site has been switched on for students and the lecturer to blog where indicated. Please do not use this to pose questions to the lecturer on the content of the module. We have created an extensive group of discussion forums that should be used for this purpose. By doing this we can keep all the related information in one place and this makes it easier for all the students to find the information they require. The lecturer monitors and provides input on the discussion forums on a regular basis. Should there be a need for additional forums, this will be created.

7 TUTORIAL MATTER THAT YOU SHOULD HAVE RECEIVED THUS FAR

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

TUTORIAL LETTER	CONTENTS
HRM3703 TUTORIAL LETTERS	
HRM3703/101/3/2017	General matters, prescribed book, lecturer contact details
HRM3703/201/1/2017 (this tutorial letter)	Feedback on Assignment 01, the examination
HRM3703/MO001/4/2017	Printed version of learning unit 00
HRM3703/MO002/4/2017	Printed version of learning units 01-18 and the assignments
All students registered for modules in the Department of Human Resource Management	
HRMALL6/301/4/2017	General tutorial letter from the department containing information on your studies in our department, expectations for assignments, how to approach case studies
HRMALL6/302/4/2017	General tutorial letter from our department about the phasing out of our qualifications

Remember some of the study material is only available electronically for this module. Download these items from the myUnisa HRM3703 module site.

8 CONCLUDING REMARKS

We hope that the feedback and information in this tutorial letter will be of value to you. Please ensure that you make the corrections that we have included in your MO002 document. We have updated the learning units on myUnisa. Everything of the best for Assignment 02! Remember, you are always welcome to contact me if you need assistance. I hope to see you on the myUnisa module site!

Kind regards

Mrs S Wärnich

Lecturer: HRM3703

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT
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