

# Tutorial Letter 101/3/2015

## Compensation Management HRM3705

Semesters 1 & 2

Department of Human Resource Management

**PLEASE NOTE:**

This tutorial letter contains important information  
about your module.

BAR CODE

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**PLEASE NOTE**

This tutorial letter should be read in conjunction with the *My studies @ Unisa* brochure and **Tutorial Letter HRMALL6/301/4/2015**.

It is strongly recommended that you register for and use **myUnisa** (see the *My studies @ Unisa* brochure for details) as this will give you direct access to important information and allow you to perform tasks such as updating your personal information, submitting assignments, confirming receipt of assignments, obtaining assignment marks, obtaining examination time tables and results, joining online discussion forums and many others.

Dear Student

## 1 INTRODUCTION AND STUDY MATERIAL

Welcome to this module, Compensation Management (HRM3705). We will be embarking on this study journey together and you should view this tutorial letter as your “map” for this part of the journey.

How much you learn and gain from the HRM3705 journey will depend on how actively you engage with the study material. If you engage actively with the study material, we are confident that you will grow and become increasingly competent to handle the challenges facing compensation management in South Africa.

As you progress with your studies of this dynamic module, you will soon realise that although **money** is important, there are many other forms of compensation that are also important to employees. The challenge that compensation managers face is to link the needs of employees to the goals of the organisation. It is said that “**money** makes the world go round”, and organisations and individuals have a personal interest in compensation.

We will do our best to make your studies of this module successful. You will be well on your way to success if you start studying early in the semester and resolve to complete the assignments properly.

### Study material

You will receive a number of tutorial letters during the semester. A tutorial letter is our way of communicating with you about teaching, learning and assessment.

This tutorial letter (**HRM3705/101/3/2015**) contains important information about the scheme of work, resources and assignments for this module. We urge you to read through it carefully and to keep it at hand when working through the study material, completing the assignments, preparing for the examination and addressing questions to your lecturer.

This tutorial letter (**HRM3705/101/3/2015**) also contains important information about specific matters such as assignments, guidelines for studying Compensation Management and telephone numbers of the lecturers. Study it carefully and refer to it throughout the semester. This tutorial letter applies to both the first and second semesters.

Please read through Tutorial Letter 301 (**HRMALL6/301/4/2015**) in conjunction with Tutorial Letter 101 as it will give you an idea of generally important information when studying at a distance and within a particular college.

Right from the start we would like to point out that **you must read through all the tutorial letters** you will receive during the semester **immediately and carefully**, as they always contain important, and sometimes urgent, information.

You are also referred to the brochure *My studies @ Unisa*, which you received with your study material, for general information on the following:

- Unisa facilities
- study material
- assignments and mark-reading sheets
- examinations
- Unisa Press
- Department of Student Support

- Bureau for Student Counselling and Career Development

The Department of Despatch should send the following **study material** to you during the year:

- one study guide: the only study guide for HRM3705
- three tutorial letters: Tutorial Letter 101 (this one), Tutorial Letter 201 (which contains feedback on Assignment 01 and guidelines for the examination), and Tutorial Letter 202 (which contains feedback on Assignment 02). Tutorial letters 201 and 202 will be sent a few weeks after the assignment submission date to all registered students, irrespective whether you have submitted the assignment or not.

Some of this study material may not have been available when you registered. Study material that was not available when you registered will be posted to you as soon as possible, but is also available on myUnisa.

## **2 PURPOSE OF AND OUTCOMES FOR THE MODULE**

### **2.1 Purpose**

The purpose of this module is to develop students' capability and decision-making skills in handling compensation management functions. Students credited with this module are able to explain, apply and evaluate the criteria used to compensate employees, compensation system design issues, employee benefits, challenges of compensating key strategic employee groups, and the total reward approach toward compensation.

The learning relating to this module is facilitated within the framework of the relevant socio-political, technological and economic environment in South Africa, including relevant legislation that governs compensation in South African organisations. It is intended to develop well-rounded competencies of students who need a detailed and in-depth understanding of and insight into how to manage compensation and reward systems.

### **2.2 Outcomes**

The following learning outcomes and assessment criteria are applicable to this module:

#### **Learning outcome 1**

Comprehensively explain the strategic approach to compensation and the link with the broader human resource management field.

#### **Learning outcome 2**

Demonstrate solid knowledge of and basic abilities in applying the steps involved in the design of the compensation system.

#### **Learning outcome 3**

Comprehensively describe the components of a total reward approach and make suggestions for the implementation thereof in the work context.

### **2.3 SABPP**

The SA Board for People Practices (SABPP) is the HR professional body and statutory quality and standards body for the people profession. The South African Qualifications Authority (SAQA) recognized the SABPP as a professional body and the SABPP's HR professionals' qualifications on the National Learner's Record Database therefore providing official recognition

of HR professionals. As an HR graduate and professional you can register with the SABPP. Please refer to the myUnisa website under additional resources for more information related to the SABPP.

### 3 LECTURER AND CONTACT DETAILS


#### 3.1 Lecturer

The lecturer for this module is:

<b>Ms Lee</b>	
<b>Office number:</b>	Unisa, Muckleneuk Ridge (main) campus AJH van der Walt Building, Room 3-11
<b>Fax number:</b>	+27 86 6905910

Please address all correspondence regarding **academic matters**, such as enquiries about the contents of assignments, to the lecturers. To avoid disappointment, make an appointment beforehand if you wish to see the lecturer personally.


You may enclose more than one letter in an envelope, but do not address enquiries to different departments in the same letter. Always write your **student number** and the **module code** at the top of your letter. If you contact your lecturer via e-mail, always insert your student number and the module code in the subject line of the e-mail message.



**Please note:** Letters to lecturer may not be enclosed with or inserted into assignments.

#### 3.2 Department

You can contact your lecturer via the helpdesk of the Department of Human Resource Management during office hours (07:45–15:45). The staff members at the HR helpdesk can also assist you with module-related administrative matters. The contact details are as follows:

<b>Telephone number:</b>	+27 12 429 8701 (from 07:45 to 15:45 on weekdays)
<b>E-mail address:</b>	<a href="mailto:hrmacademics@unisa.ac.za">hrmacademics@unisa.ac.za</a>  <p><b>Remember to include the module code and your student number in the subject line of all e-mail messages.</b></p>

The department will then pass your query on to the relevant person. If you have a question regarding the **academic content** of a module you can contact your lecturer directly via myUnisa using the course contact option. Refer to section 4.2.2 of Tutorial Letter **HRMALL6/301/4/2015** in this regard.

### 3.3 University

Any enquiries about administrative matters should be addressed to the section concerned with your problem. Consult the brochure *My studies @ Unisa* and Tutorial Letter **HRMALL6/301/4/2015** in this regard.



**Always have your student number at hand when phoning the university.**

## 4 MODULE-RELATED RESOURCES

### 4.1 Prescribed book

The prescribed book for this module is:

Compiled by: Bezuidenhout, ML. 2014. Compensation Management. Customised from: Strategic compensation: a human resource management approach by Martocchio, JJ, 7th edition. ISBN: 978-1-78365-638-7

Prescribed books can be obtained from the university's official booksellers. Their addresses are available in the brochure *My studies @ Unisa*. If you have difficulty locating your book at these booksellers, please contact the Prescribed Books Section at +27 12 429 4152 or send an e-mail to [vospres@unisa.ac.za](mailto:vospres@unisa.ac.za).

### 4.2 Recommended books

There are no recommended books for this module.

### 4.3 Electronic reserves (e-reserves)

There are no e-reserves for this module.

## 5 STUDENT SUPPORT SERVICES FOR THE MODULE

Consult the brochure *My studies @ Unisa* for more information on the various support systems and services available to Unisa students (i.e. counselling, tutorial classes and language support). Important information appears in your brochure *My studies @ Unisa*. Tutorial Letter **HRMALL6/301/4/2015** also contains information that will enable you to contact fellow students and information on how to use myUnisa.

## 6 MODULE-SPECIFIC STUDY PLAN

Use your brochure *My studies @ Unisa* for general time management and planning skills.

You need roughly between four and eight hours of study time per week for each module. The table that follows can be used as a guideline for how to plan your studies for HRM3705. We work on the principle that an assignment submitted by post will take seven (7) working days to reach us. If you submit your assignment online, you can submit it on the due date, allowing you additional study time. Remember though that these are only guidelines – you should always work at your own pace and you may even prefer to draw up your own time study plan which is better suited to your particular situation. A study plan for the second semester is also provided.

**FIRST SEMESTER (JANUARY–JUNE 2015)**

Study guide	Prescribed book	Assignment	Preparation for the examination*
<b>Week 1 (19–25 January)</b>			
<p><b>Orientation:</b> Read through tutorial letters, the foreword and orientation in the study guide and the introduction to topics in the study guide as well as study units 1 to 3.</p>	<p><b>Orientation:</b> Read through the introductions to the prescribed chapters and study units 1 and 2 together with the study guide.</p>	<p>Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.</p>	
<b>Week 2 (26 January–1 February)</b>			
Study unit 4	<p>Parts in the prescribed book as referred to in the study guide</p>	<p>Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.</p>	
<b>Week 3 (2–8 February)</b>			
Study unit 5	<p>Parts in the prescribed book as referred to in the study guide</p>	<p><b>Start with Assignment 01.</b></p> <p>Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.</p>	
<b>Week 4 (9–15 February)</b>			
Study unit 6	<p>Parts in the prescribed book as referred to in the study guide</p>	<p>Continue with Assignment 01.</p> <p>Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.</p> <p><b>Post Assignment 01 to Unisa (if sent via post).</b></p>	
<b>Week 5 (16–22 February)</b>			
Study unit 7	<p>Parts in the prescribed book as referred to in the study guide</p>	<p>Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.</p>	
<b>Week 6 (23 February–1 March)</b>			



<b>FIRST SEMESTER (JANUARY–JUNE 2015)</b>			
<b>Study guide</b>	<b>Prescribed book</b>	<b>Assignment</b>	<b>Preparation for the examination*</b>
Study unit 8	Parts in the prescribed book as referred to in the study guide	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>Week 7 (2–8 March)</b>			
Study unit 9	Parts in the prescribed book as referred to in the study guide	Start with assignment 02.  Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>Week 8 (9–15 March)</b>			
Study unit 10	Parts referred to in the study guide	<b>Finalise Assignment 01.</b>  Work on assignment 02.  Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.  <b>Submit Assignment 01 on myUnisa on 11 March 2015.</b>	
<b>Week 9 (16–22 March)</b>			
Study unit 11	Parts in the prescribed book as referred to in the study guide	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book. <b>Submit Assignment 02 to Unisa (if sent via post.)</b>	
<b>Week 10 (23–30 March)</b>			
Study unit 12	Parts in the prescribed book as referred to in the study guide	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	

<b>FIRST SEMESTER (JANUARY–JUNE 2015)</b>			
<b>Study guide</b>	<b>Prescribed book</b>	<b>Assignment</b>	<b>Preparation for the examination*</b>
<b>Week 11 (30 March–5 April)</b>			
<b>TAKE A STUDY BREAK!</b>			
<b>Week 12 (6 April–12 April)</b>			
		Finalise Assignment 02. <b>Submit Assignment 02 on myUnisa on 8 April 2015.</b>	Study units 1 to 4
<b>Week 13 (13–19 April)</b>			
			Study units 5 to 7
<b>Week 14 (22–26 April)</b>			
			Study units 8 and 9
<b>Week 15 (27 April–3 May)</b>			
			Study units 10 to 12
<b>Weeks 16–20 (4 May–13 June)*</b>			
			<b>Examination – revise all study units.</b>  <b>Examinations start 5 May 2015 and end 13 June 2015.</b>

\* Examination dates are subject to change, which means that you will need to adapt your study plan accordingly.

<b>SECOND SEMESTER (JUNE–NOVEMBER 2015)</b>			
<b>Study guide</b>	<b>Prescribed book</b>	<b>Assignment</b>	<b>Preparation for the examination*</b>
<b>Week 1 (15 June–12 July)</b>			
Orientation: Read through the tutorial letters, the foreword and orientation in the study guide and the introduction to topics in the study guide as well as study units 1 to 3.	Orientation: Read through the introductions to the prescribed chapters and study units 1 to 3 together with the study guide.	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>Week 2 (13–19 July)</b>			

<b>SECOND SEMESTER (JUNE–NOVEMBER 2015)</b>			
Study guide	Prescribed book	Assignment	Preparation for the examination*
Study unit 4	Parts in the prescribed book as referred to in the study guide	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>SECOND SEMESTER (JUNE–NOVEMBER 2015)</b>			
Study guide	Prescribed book	Assignment	Preparation for the examination*
<b>Week 3 (20–26 July)</b>			
Study unit 5	Parts in the prescribed book as referred to in the study guide	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>Week 4 (27 July–2 August)</b>			
Study unit 6	Parts in the prescribed book as referred to in the study guide	Start with assignment 01.  Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>Week 5 (3–9 August)</b>			
Study unit 7	Parts in the prescribed book as referred to in the study guide	Work on assignment 01.  Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.  <b>Post Assignment 01 to Unisa.</b>	
<b>Week 6 (10–16 August)</b>			
Study unit 8	Parts in the prescribed book as referred to in the study guide	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>Week 7 (17–23 August)</b>			

<b>SECOND SEMESTER (JUNE–NOVEMBER 2015)</b>			
Study guide	Prescribed book	Assignment	Preparation for the examination*
Study unit 9	Parts in the prescribed book as referred to in the study guide	Continue with Assignment 01.  Start with assignment 02.  Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>SECOND SEMESTER (JUNE–NOVEMBER 2015)</b>			
Study guide	Prescribed book	Assignment	Preparation for the examination*
<b>Week 8 (24–30 August)</b>			
Study unit 10	Parts in the prescribed book as referred to in the study guide	<b>Submit Assignment 01 on myUnisa on 28 August 2015.</b>  Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book  <b>Finalise Assignment 02 and send to Unisa (if sent via post).</b>	
<b>Week 9 (31 August–6 September)</b>			
Study unit 11	Parts referred to in the study guide	Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	
<b>Week 10 (7–13 September)</b>			
Study unit 12	Parts in the prescribed book as referred to in the study guide	Work on assignment 01.  Complete the self-assessment questions in the study guide and answer the questions at the end of the chapter in the prescribed book.	Study units 1 to 2
<b>Week 11 (14–20 September)</b>			
		<b>Submit Assignment 02 on myUnisa on 16 September 2015.</b>	Study units 3 and 4
<b>Week 12 (21–27 September)</b>			

<b>SECOND SEMESTER (JUNE–NOVEMBER 2015)</b>			
Study guide	Prescribed book	Assignment	Preparation for the examination*
			Study units 5 to 7
<b>Week 13 (28 September–4 October)</b>			
<b>TAKE A STUDY BREAK!</b>			
<b>Week 14 (5–11 October)</b>			
			Study units 8 to 10
<b>Week 15 (12–18 October)</b>			
			Study units 11 and 12
<b>SECOND SEMESTER (JUNE–NOVEMBER 2015)</b>			
Study guide	Prescribed book	Assignment	Preparation for the examination*
<b>Weeks 16 - 18 (19 October - 29 November)</b>			
			<b>Examination– revise all study units.</b>  <b>Examinations start 20 October 2015 and end November 2015.</b>

\* Examination dates are subject to change, which means that you will need to adapt your study plan accordingly.

You are also referred to the brochure *My studies @ Unisa* for general time management and planning skills.

## **7 MODULE PRACTICAL WORK AND WORK-INTEGRATED LEARNING**

There is no practical work for this module.

## **8 ASSESSMENT**

### **8.1 Assessment plan**

For the completion of assignments, you should study mainly the following study units in the study guide together with the relevant sections in the prescribed book.

<b>Assignment number</b>	<b>Relevant study units/chapters in book</b>	
	<b>First semester</b>	<b>Second semester</b>
<b>Assignment 01</b>	Study units 1, 2, 3, 7 and 8 as well as relevant chapters in the prescribed book.	Study units 1, 2, 3, 7 and 8 as well as relevant chapters in the prescribed book.

<b>Assignment 02</b>	Study units 4, 8, 10 and 11 as well as relevant chapters in the prescribed book.	Study units 4, 5, 6 and 9 as well as relevant chapters in the prescribed book.
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## 8.2 Assignment numbers and due dates

Specific due dates have been set for the assignments. **No extension on the due dates will be given for handing in compulsory assignments.** The due dates are determined by the office of the Academic Planner and not by lecturers. Lecturers, therefore, cannot give extension on assignment due dates. **Late assignments will not be accepted.**

### 8.2.1 Unique assignment numbers and due dates for assignments

Assignments are numbered consecutively per module, starting with 01.

### 8.2.2 Unique assignment numbers and due dates for assignments

The specific due dates for the various assignments and their unique numbers (where applicable) for 2015 are reflected below:

ASSIGNMENT NUMBER	FIRST SEMESTER		SECOND SEMESTER	
	DUE DATE	UNIQUE NUMBER	DUE DATE	UNIQUE NUMBER
<b>01</b>	11 March 2015	620418	28 August 2015	620493
<b>02</b>	8 April 2015	620457	16 September 2015	620525
<b>03</b>	Self-assessment	-	Self-assessment	-
<b>04</b>	Self-assessment	-	Self-assessment	-



**Assignments 01 and 02 for the two semesters are different. Different unique numbers are therefore allocated to the different assignments for the first and second semesters. Please make sure you indicate the correct unique number on the mark-reading sheet.**

PLEASE NOTE: You are encouraged to submit assignments on myUnisa. Please submit the second assignment in PDF-file format. Information on how to convert a Word-document into PDF format is available on myUnisa.

## 8.3 Submission of assignments

You may submit written assignments and assignments completed on mark-reading sheets either by post or electronically via myUnisa. **Assignments may not be submitted by fax or e-mail.** For information on assignments, please refer to the brochure *My studies @ Unisa*, which you received with your study material package.

### To submit an assignment via myUnisa:

- Go to myUnisa.
- Log in with your student number and password.
- Select the module.
- Click on “assignments” in the menu of the left-hand side of the screen.
- Click on the assignment number you wish to submit.
- Follow the instructions.

## 8.4 Assignments

Assignments are seen as part of the study material for this module. As you complete the assignments, study the reading text, consult other resources, discuss the work with fellow students or tutors, or conduct research, you are actively engaged in learning. By looking at the assessment criteria as well as the learning outcomes for each assignment, you will get a clearer indication of what is required of you. In some cases, additional assessment may be available on the myUnisa site for your module.

**Assignments 01 and 02 differ for the two semesters.** Make sure you submit the assignments for the semester in which you are registered. Assignments 01 and 02 for the first semester appear in Appendix A of this tutorial letter, while Assignments 01 and 02 for the second semester appear in Appendix B.

**Assignment 03 and 04** are a self-assessment assignment **which remains the same for both the first and second semesters and should not be sent to the university for assessment.** You should complete this assignment as soon as you have studied the relevant study units. Try to complete this assignment without consulting the study guide and prescribed book. This assignment appears in Appendix C and the solution to this assignment in Appendix D of this tutorial letter.

Assignment 01 consists of 20 multiple-choice questions, while Assignments 02 and 03 and 04 contain essay-type questions.



You are required to submit the compulsory assignments for the module HRM3705, namely Assignment 01 or 02. **Admission to the examination will be gained by submitting either Assignment 01 or Assignment 02 timeously** and admission will not depend on the marks you obtain for these assignments. Therefore, please ensure that Assignment 01 or 02 reaches the university on or before the due date. ***Late submission of the assignment(s) will result in you not being admitted to the examination.*** For this reason, it is important that you submit Assignment 01 or 02 in time. Although you will be admitted to the examination through the submission of Assignment 01 or 02, your marks for **both Assignments 01 and 02 will be used to determine your semester mark.**

As you are expected to follow a scientific approach in completing the assignments, you should study the guidelines in Appendix B of Tutorial Letter **HRMALL6/301/4/2015** for completing the assignments and preparing for the examinations, as well as the guidelines for writing case studies to ensure you know how to avoid plagiarism. Make sure you comply with the administrative requirements before you submit an assignment.

### 8.4.1 Year mark and final assessment mark

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

You earn a year mark by submitting **Assignments 01 and/or 02**. The marks obtained 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 the submission of either Assignment 01 or 02 is required for admission to the examination** although the marks obtained for both assignments contribute toward your final

mark. You will have to obtain a minimum of 50% for the year mark and the examination mark combined for the final assessment mark in order to pass the module.

### **Subminimum rule**

**Irrespective of the year mark obtained, a subminimum of 40% must be obtained in the examination. In line with the Unisa assessment policy, your year mark will not be taken into account if you obtain less than 40% in the examination. In such an event 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**, the year mark will not be taken into account when the final mark is calculated. Therefore, the final mark you receive will be comprised only of the mark you obtained in the examination. You will thus not be required to submit assignments again during the semester in which the supplementary examination will be written.

If you write an **aegrotat or special examination**, the year mark will be taken into account but the subminimum rule of 40% will apply. This means that should you obtain a mark of less than 40% in the examination, your year mark will not be taken into account, and the examination mark will be your final mark for the module. **Assignments should be submitted in the semester for which you are registered.** You will not be able to submit assignments in the following academic period.

The completion of assignments provides an excellent opportunity for you to ensure that the work you do during the course of the year contributes toward your final assessment mark. You are therefore advised and encouraged to complete every assignment (including the self-assessment assignments **that should not be submitted to Unisa for marking**) and to obtain a good mark in the assignments.

#### **8.4.2 Comments and feedback on assignments**

Written assignments will be marked and markers will provide feedback on your written assignments. Feedback on **Assignments 01 and 02** will be given in Tutorial Letters 201 and 202, respectively. These tutorial letters will be sent to you after the due date for the assignments. **The comments on the self-assessment assignments are included in Appendix D to this tutorial letter.** These will enable you to mark your assignments as soon as you have completed them.

As soon as you have received the comments, please check your answers. The assignments and the comments on these assignments constitute an important part of your learning and should help you to be better prepared for the next assignment and the examination.

## **9 OTHER ASSESSMENT METHODS**

There are no other assessment methods for this module.

## **10 EXAMINATION**

Use your brochure *My studies @ Unisa* for general examination guidelines and examination preparation guidelines.

The examination is your opportunity to demonstrate that you have achieved the outcomes for this module. Learning outcomes are provided in each study unit in the study guide.



### 10.1 Examination admission

Admission to the examination will be gained provided that you submit Assignment 01 **on or before the due date**. Students who do not submit this compulsory assignment will **not** be granted admission to the examination.

### 10.2 Examination paper

The format of the examination paper will be as follows:

<b>Format of the questions</b>	Essay-type/case study-type questions
<b>Number of questions to be answered by students</b>	The examination paper will consist of <b>five (5) essay-type questions of which you must choose to answer any three (3) questions (25 marks each)</b> .
<b>Duration of the examination</b>	2 hours
<b>Total number of marks for the paper</b>	75 marks

The questions may be subdivided into paragraph questions. **Please note** that there will be **no multiple-choice questions** in the examination. Calculations **may need to be done** in the examination – you are therefore required to have a non-programmable calculator at hand.

### 10.3 Examination period

This module is offered in a semester period of 15 weeks. This means that if you are registered for the **first semester**, you will write the examination in May/June 2015 and the supplementary examination will be written in October/November 2015. If you are registered for the **second semester**, you will write the examination in October/November 2015 and the supplementary examination will be written in May/June 2016.

During the semester, the Examination Department will provide you with information regarding the examination in general, examination venues, examination dates and examination times.

Please consult the brochure *My studies @ Unisa* and Tutorial Letter HRMALL6/301/4/2015 for general information on the examination and information on how to prepare for the examination.

### 10.4 Previous examination papers

Previous examination papers will be available to students on myUnisa. We advise you, however, **not to focus on old examination papers only**, as examination papers change from year to year. The examination questions will be similar to the questions in the activities in your study guide and the assignments and will be based on the learning outcomes to be achieved for this module.

**Please note:** It is not the lecturer's responsibility to upload previous examination papers on myUnisa. These will be made available by the Examination Department. Unisa reserves the right not to make previous examination papers available.

### 10.5 Examination results

Please refer to Tutorial Letter 301 (**HRMALL6/301/4/2015**) and your brochure *My studies @ Unisa* for more details.

## 10.6 Tutorial letter with information on the examination

Tutorial Letter **HRM3705/201/1/2015** (for semester 1) and Tutorial letter **HRM3705/201/2/2015** (for semester 2) will contain information on the examination.

## 11 FREQUENTLY ASKED QUESTIONS



Please refer to Tutorial Letter **HRMALL6/301/4/2015** and the brochure *My studies @ Unisa* for more details. These questions are applicable to all modules of the Department of Human Resource Management.

## 12 CONCLUSION

You should now have a good idea of what lies ahead in this module. Approach your studies with enthusiasm and commitment.

We trust that this module will be of value to you in your business as well as your personal life. You are invited to contact us at any time, in writing or personally, to discuss any problems you may encounter with your studies.

We wish you success in your studies!

**Ms J Lee**

**Lecturer: HRM3705**

**Department of Human Resource Management**

**Unisa**

## APPENDIX A: FIRST SEMESTER COMPULSORY ASSIGNMENTS

### ASSIGNMENT 01 FOR STUDENTS REGISTERED FOR THE FIRST SEMESTER

PLEASE NOTE THAT ASSIGNMENT 01 WILL BE RETURNED TO YOU BY UNISA, UNMARKED, IF YOU DO NOT COMPLETE THE MARK-READING SHEET CORRECTLY. REFER TO THE BROCHURE *MY STUDIES @ UNISA* TO AVOID DISAPPOINTMENT. IF THE ASSIGNMENT IS RETURNED UNDER THESE CIRCUMSTANCES, YOU WILL NOT BE ADMITTED TO THE EXAMINATION.



The mark obtained for Assignment 01 will contribute 10% toward your final mark for this module.

ASSIGNMENT 01 FOR SEMESTER 1	
(Study units 1 to 3, 7 and 8)	
Due date	Unique number
11 March 2015	620418
<p>This assignment comprises 20 multiple-choice questions. In this assignment you are required to select the most appropriate option from the “answer section” for each question (options 1 to 4). Choose the option you think is the correct (most appropriate) one. In other words, if you think that statement 4 in question 1 is correct, then you select option 4 next to the appropriate question number (in this case it is question 1) on the mark-reading sheet. Make sure you answer all the questions and that your numbering is correct.</p> <p>You need to use the official Unisa mark-reading sheet when submitting this assignment or you may submit it via the myUnisa system. Follow the instructions on how to use and complete mark-reading sheets in the brochure <i>My studies @ Unisa</i>. To register for myUnisa, go to the Unisa website at <a href="http://www.unisa.ac.za">www.unisa.ac.za</a>, click on myUnisa and follow the instructions.</p>	

#### QUESTION 1

In the context of compensation, the concept of equity relates to the fair distribution of rewards. Employees will feel that they are fairly paid when the ratio of their inputs and outputs is equivalent to those employees whose job demands are similar to their own. What fairness objective is being addressed?

- 1 procedural fairness
- 2 distributive fairness
- 3 market competitiveness
- 4 internal equity

#### QUESTION 2

Read through the scenario on the next page and answer the question that follows:

Sipho and Michelle both work for XMO Engineering, as Engineers in the Civil Engineering Department. XMO attempts to reward Sipho and Michelle for their individual contributions in order to encourage their best performance.

In order to make sure that Sipho does not leave XMO Engineering, what pay is being referred to in the above scenario?

- 1 wages
- 2 merit pay
- 3 person-focussed pay
- 4 seniority pay

### QUESTION 3

Pay differences are a reality in South Africa. The following are explanations for pay differences between men and women.

- 1 employee differences
- 2 work differences
- 3 personality differences
- 4 company differences

### QUESTION 4

Read through the following scenario and answer the question that follows.

Daniel is starting up a new business with some of his colleagues. They are entering the manufacturing industry. During a board meeting they queried the salary structuring of their workforce. They attempt to establish whether they will pay a hourly rate/annual salary. They are not sure if those employed will get a performance bonus, or if it is tied to individual, team and organisational behaviour. They realised that they need to plan ahead and make the plans happen to ensure that their compensation practices are aligned with both their business goals and employee values.

What activity are they busy with?

- 1 pay structuring
- 2 remuneration framework
- 3 strategic compensation
- 4 payroll

### QUESTION 5

Read through the following scenario and answer the question that follows.

Sporty Shoes has been manufacturing shoes for 30 years and could be the new market leader in the industry. Sporty Shoes have done extensive market research and established that many niche athletic shoe markets exist where athletes are willing to pay more to meet their unique needs and goals to excel in their sport. Sporty Shoes' first priority is to restructure the product development function. They will need to hire and retain talented shoe designers who will understand the need of the niche market. The company will also need to appoint operation specialists to assist with the transition of the manufacturing operations.

Identify the business strategy Sporty Shoes has adopted:

- 1 differentiation strategy
- 2 overall cost leadership
- 3 lowest cost leadership
- 4 competitive strategy

#### QUESTION 6

Based on the business strategy Sporty Shoes has adopted, what is their competitive advantage?

- 1 Sporty Shoes has been the leader in the industry for 30 years
- 2 They have done extensive market research
- 3 They manufacture unique shoe designs at a price premium
- 4 Sporty Shoes niche athletic focus

#### QUESTION 7

\_\_\_\_\_ is a concept designed to reward employees in alignment with the goals and values of the organisation.

- 1 compensation management
- 2 total reward approach
- 3 compensation philosophy
- 4 compensation strategy

#### QUESTION 8

Read through the following scenario and answer the question that follows.

Christine and Rose qualified top of their class. Both ladies obtained their HR masters degree from the same university and are registered with the relevant professional bodies. Both applied for an HR Generalist position at one of the five big auditing firms as their credentials met the minimum requirements of the positions. Unfortunately their application got denied and they learned that Dave who obtained mediocre results and are not registered with any professional bodies obtained the position.

Identify the type of discrimination present in the scenario.

- 1 valuation discrimination
- 2 intentionnel discrimination
- 3 unintentionnel discrimination
- 4 access discrimination

#### QUESTION 9

Industry or product growth has an important impact on the compensation strategy. Identify the phase where a company will likely revise and adopt their compensation strategy to ensure that their offerings are market related.

- 1 embryonic phase
- 2 maturity phase
- 3 growing phase
- 4 ageing phase

**QUESTION 10**

Organisations should ensure that their remuneration strategy originates from \_\_\_\_\_, which is established via the \_\_\_\_\_. This will ensure an effective \_\_\_\_\_ is followed for total alignment.

- 1 a strategic perspective, strategic process, compensation practice
- 2 the organisation strategy, HR strategy, strategic perspective
- 3 organisational objectives, analysis process, effective compensation practices
- 4 business values, annual HR audit, strategic process management

**QUESTION 11**

Organisations use the test of \_\_\_\_\_ to determine whether their pay strategy is difficult to imitate:

- 1 differentiation
- 2 consistency
- 3 alignment
- 4 efficiency



Questions 12 to 16 are based on the following salary survey information:

Grade	Annual Total Package (R)				
	10 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	90 <sup>th</sup> Percentile
A	R 60 414	R 64 927	R 74 630	R 79 984	R 86 609
B	R 83 104	R 94 216	R 112 079	R 140 044	R 169 536
C	R 165 849	R 192 644	R 237 547	R 287 587	R 347 000
D	R 346 043	R 412 699	R 503 780	R 624 919	R 741 495
E	R 722 364	R 825 317	R 944 681	R 1 098 679	R 1 294 038
F	R 1 450 000	R 1 683 581	R 2 091 975	R 3 022 975	R 4 653 602

**QUESTION 12**

Based on the salary survey information above, the *pay grade overlap* between grade C and a grade D position would be:

- 1 28%
- 2 32%
- 3 17%
- 4 27%

**QUESTION 13**

The pay range for position E is:

- 1 70%
- 2 65%
- 3 82%
- 4 79%

**QUESTION 14**

The *midpoint spread* for a grade B position is:

- 1 Between 35% to 51%
- 2 Between 34% to 51%
- 3 Between 26% to 51%
- 4 Between 27% to 51%

**QUESTION 15**

Based on the answer in question 14 (the midpoint spread), position A in the survey can be classified as a \_\_\_\_\_ position:

- 1 clerical, technical, specialist
- 2 higher level managerial, executive and expert technical
- 3 lower level, production and maintenance
- 4 higher level professional, middle management

**QUESTION 16**

The mean salary for the grade D position is:

- 1 R503 780.00
- 2 R525 787.20
- 3 R655 560.20
- 4 R525 350.30

**QUESTION 17**

One of the elements of strategic compensation is to \_\_\_\_\_.

- 1 develop a positive employment relationship and psychological contract
- 2 translate business issues into compensation or HR interventions
- 3 reward employees for the value that they create
- 4 support the development of a performance culture

**QUESTION 18**

Which act provides financial assistance to employees for reasons of unemployment; illness; maternity; or adoption and the dependants of a deceased employee?

- 1 Income Tax Act
- 2 Labour Relations Act
- 3 Unemployment Insurance Act
- 4 Compensation for Occupational Injuries and Diseases Act

### QUESTION 19

As the new Compensation consultant for a new soft drinks company, you have been tasked to draft a remuneration policy which will encourage employees to contribute to the organisation's financial performance and invest sufficient time into their own performance. The policy should include all forms rewards and include the basis of the various forms of pay. This is an example of \_\_\_\_\_.

- 1 a market lead policy
- 2 an employer-of-choice policy
- 3 a Market lag policy
- 4 a flexible pay policy

### QUESTION 20

When employment tests and educational requirements are used to screen potential applicants, this is an example of:

- 1 disparate impact
- 2 valuation discrimination
- 3 disparate treatment
- 4 access discrimination

**TOTAL FOR ASSIGNMENT 01: [20]**

The answers to this assignment will be provided in Tutorial Letter **HRM3705/201/1/2015**. Please note that this tutorial letter will be distributed to students only **after** the due date for Assignment 01. **This tutorial letter will also be available on myUnisa.**

### **ASSIGNMENT 02 FOR STUDENTS REGISTERED FOR THE FIRST SEMESTER**



**The mark obtained for Assignment 02 will contribute 10% toward your final mark for this module.**

<b>ASSIGNMENT 02 FOR SEMESTER 01</b>	
(Study units 4, 8 and 10, 12)	
Due date	Unique number
8 April 2015	620457

### **LEARNING OBJECTIVES**

After completing this assignment, you should be able to

- discuss the role of remuneration committees
- indicate how corporate governance and executive remuneration fit together
- discuss the concept of "total reward"
- discuss the steps in developing a total reward strategy
- critically discuss the structure of executive pay and whether it is fair, ethical and linked to performance



**QUESTION 1****(5)**

This question requires you to provide the answers to a number of questions that appear in Appendix G of this tutorial letter. Please use the summary answer sheet that we provide (Appendix H) to record your response. Only provide your response or symbol next to the appropriate question on the answer sheet in Appendix H. Please do **not** answer on the questionnaire forms – **use only the summary 2-page answer sheet** in Appendix H.

Note that there is one questionnaire to complete with three different sections and you will receive only proportional credit in marks if you do not complete all the relevant sections (biographical, remuneration questionnaire and employability attributes).

Please **make sure you include your completed answer sheet as the very last page of your assignment (after the self-evaluation and reference list) so that it is easy for us to remove.**

**You could do one of the following:**

- Reproduce the table to include it in your assignment if you are submitting the assignment electronically.
- Complete the answer sheet and consent form and scan it in and attach it to your assignment.
- Make a handwritten or photocopy of the answer sheet and consent form and attach to the back of your assignment if you are submitting your assignment by hand or by post (i.e. not electronically via myUnisa).

• **TOTAL FOR QUESTION 01: [5]**

**Use the prescribed book and the study guide to answer the questions that follow. You can earn extra marks if you use additional sources to motivate/support arguments and answers. You must include them in the list of references.**

**QUESTION 2**

Read through the paragraph below and answer the questions that follow:

**Aligning your total reward strategy with your business goals**

**Ken Gilbert, Mecer Human Resource Consulting, Sally Cornish**

Employers today are acknowledging the increasingly important role of reward programs to achieve their business goals in terms of enabling organisations to deliver the right amount of rewards, to the right people, at the right time, for the right reason. Employers are also realising that rather than replicating the reward practices of other companies, their reward strategy must be deliberately created to support its own unique human capital strategy – that is, the 'people' side of business design.

A holistic approach to developing a total reward strategy can have a significant impact on human capital decisions, leading to enhanced business results. It is important to have a process in place for developing a successful reward strategy, taking into consideration the

human capital implications of the organisation's business context and strategy. The final outcome of this process will be a cohesive and comprehensive reward strategy that is both value-oriented and cost-effective and aligned with the organisation's business strategy.

As companies look more closely at how to create an effective total reward strategy, they need to keep five critical success factors in mind. To be effective, a strategy must be: holistic; a total reward strategy must address the entire employment 'value proposition' of remuneration, benefits and careers. Disconnected solutions are not the answer; the components must fit together and complement each other. The plan must be designed to support the organisations unique business strategy. Intuition, anecdotes and best practices are no longer enough. A total reward strategy should also be based on hard facts and quantitative analysis. Effective communication and administration of the strategy, as well as ongoing monitoring, is critical to realising the value of a total reward package. It is easy to put words on paper; it is much harder to change 'what an organisation is becoming'.

**Source:** Adapted from <http://www.ceoforum.com.au/article-detail.cfm?cid=6274&t=/Ken-Gilbert-and-Sally-Cornish/Aligning-your-total-rewards-strategy-with-your-business-goals> [Accessed on 25th June 2014]

- 2.1 The paragraph above elaborates on the importance of having reward programs to achieve business goals. Why do you think it is crucial to have a total reward strategy in place in organisation today? (5)
- 2.2 According to the article, an organisation's reward strategy should be based on its strategic and organisational requirements envisaged for its employees and organisation. Discuss the steps in order to determine the right reward strategy (10)
- 2.3 Remuneration governance and management is an on going process. Why would companies benefit from establishing their own remuneration committee (remco), and what would you propose in terms of the ideal remco. (10)



Remuneration committees focus on issues of corporate governance.

### QUESTION 3

Read through the paragraph below and answer the questions that follow:

#### Executive pay on the up

Marc Ashton

There have long been question marks about how best to remunerate chief executives of listed companies, with critics asking whether salaries paid can always be justified. As a result, companies have increasingly linked executive pay to company performance and, in some cases, executives are paid out of dividends and profit share. Here are some examples to show how this works. Quinton van Rooyen, MD of listed Namibian financial services firm Trustco Group Holdings, has not received any bonuses since 2008. Instead, he is paid with an annual, once-off fee of 0.25% of the audited annual turnover of the company. In addition, he receives 0.5% of the firm's audited annual headline earnings, and 0.5% of its audited annual basic earnings. The outcome is a financial package worth R1.6m for the year. Van Rooyen does not receive any additional salary, bonus, car scheme, medical aid or pension contributions. "The CEO owns 55% of the company, which means he is obviously interested in increasing

shareholder value," said Sean Riskowitz of asset management firm Manhattan Financial. Van Rooyen is the largest single shareholder in Trustco. Mark Bussin, executive chairperson at 21st Century Pay Solutions Group, recently commented in a paper on executive remuneration: "Advocates of pay for performance systems argue that good systems motivate employees towards achievements that support corporate goals and strategies. 'The reality is that incentive schemes differentiate high performing employees from low performing ones.'"

Source: Adapted from: <http://www.fin24.com/Business/Executive-pay-on-the-up-20100430> Accessed on 25 June 2014

- 3.1 Executive compensation is a sensitive issue. Critically discuss the key issues in executive compensation and provide suggestions on improving companies' ethical approach towards executive compensation. (20)
- 3.2 Identify and discuss the key players in setting executive compensation. What can be expected of these individuals? (15)
- 3.3 Provide a theoretical explanation for setting executive compensation and discuss the importance that the theory plays in setting executive compensation (10)

**TOTAL FOR ASSIGNMENT 02: [75]**

### Assessment criteria

Look closely at the assessment criteria in the following table. The assessment criteria will give you an idea of what is expected of you in each of the assignment categories.

HRM3705 ASSIGNMENT 02					
Question	Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark
2.1	Understanding of the importance or need for a total reward strategy is doubtful	Some understanding of the importance or need for a total reward strategy	Good understanding of the importance or need for a total reward strategy	In-depth understanding of the importance or need for a total reward strategy	<b>/5</b>
	No sources acknowledged or some sources used but not acknowledged		Consulted one or two of the recommended or other sources	Consulted a variety of sources	
	<b>0-2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
2.2	Unable to identify and discuss the 'right' strategy for organisations	Provided some content regarding the 'right' strategy for organisations	A good understanding of the 'right' strategy for organisations is present	An in-depth discussion and understanding regarding the 'right' strategy for organisations is present.	
	No sources acknowledged or some sources used and not acknowledged	Consulted study guide or a single source only	Consulted one or two other sources	Consulted a variety of sources	

**HRM3705  
ASSIGNMENT 02**

Question	Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark
	<b>0–3</b>	<b>4–5</b>	<b>6–7</b>	<b>8–10</b>	<b>/10</b>
<b>2.3</b>	No/poor understanding of reasons as to forming a remco and remco' s structure	Some understanding of reasons as to forming a remco and remco' s structure	Good understanding of reasons as to forming a remco and remco' s structure	In-depth understanding of understanding of reasons as to forming a remco and remco' s structure	
	No sources acknowledged or some sources used and not acknowledged	Consulted study guide or a single source only	Consulted one or two of the recommended or other sources	Consulted a variety of sources	
	<b>0–3</b>	<b>4–5</b>	<b>6–7</b>	<b>8–10</b>	
<b>3.1</b>	Poor understanding of the critical issues in executive compensation	Limited understanding of the critical issues in executive compensation	Good understanding of the critical issues in executive compensation	In-depth understanding of the critical issues in executive compensation	
	Limited suggestions provided on improving companies' behaviour toward ethical behaviour	Some suggestions provided on improving companies' behaviour toward ethical behaviour	Provided reasons suggestions provided on improving companies' behaviour toward ethical behaviour	Provided concrete suggestions provided on improving companies' behaviour toward ethical behaviour	
	No sources acknowledged or some sources used but not acknowledged	Consulted study guide or a single source only	Consulted one or two of the recommended or other sources	Consulted a variety of sources	
	<b>0–5</b>	<b>6–10</b>	<b>11–15</b>	<b>16–20</b>	
<b>3.2</b>	Provided no/poor discussion on the key players in setting executive compensation		Provided a discussion on the key players in setting executive compensation	Provided a detailed discussion on the key players in setting executive compensation	
	No/poor discussion on expectations	Limited discussion on expectations	Discussion provide on the expectations	Expectations discussed in depth	
	No sources acknowledged or some sources used and not acknowledged	Consulted study guide or a single source only	Consulted one or two of the recommended or other sources	Consulted a variety of sources	
	<b>0–2</b>	<b>3–5</b>	<b>4–6</b>	<b>7–10</b>	
<b>3.3</b>	No discussion on theoretical framework for setting executive compensation	Limited discussion on theoretical framework for setting executive compensation	Detailed discussion on theoretical framework for setting executive compensation	In-depth discussion on theoretical framework for setting executive compensation	

HRM3705 ASSIGNMENT 02																	
Question	Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark												
	No discussion the importance that the theory plays in setting executive compensation	Limited discussion the importance that the theory plays in setting executive compensation	Detailed discussion the importance that the theory plays in setting executive compensation	In-depth discussion the importance that the theory plays in setting executive compensation	<b>/15</b>												
	No sources acknowledged or some sources used but not acknowledged	Consulted study guide or a single source only	Consulted one or two of the recommended or other sources	Consulted a variety of sources													
	<b>0–5</b>	<b>6–8</b>	<b>9–11</b>	<b>12–15</b>													
Technical presentation and layout	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>Correct referencing technique used</td> <td style="text-align: center;">2</td> <td>No/incorrect referencing technique</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Additional resources used</td> <td style="text-align: center;">2</td> <td>No additional resources used</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Completed question 1 (personal information and questions)</td> <td style="text-align: center;">5</td> <td>Did not complete question 1 (personal information and questions)</td> <td style="text-align: center;">0</td> </tr> </table>				Correct referencing technique used	2	No/incorrect referencing technique	0	Additional resources used	2	No additional resources used	0	Completed question 1 (personal information and questions)	5	Did not complete question 1 (personal information and questions)	0	<b>/9</b>
	Correct referencing technique used	2	No/incorrect referencing technique	0													
	Additional resources used	2	No additional resources used	0													
	Completed question 1 (personal information and questions)	5	Did not complete question 1 (personal information and questions)	0													
<b>TOTAL MARK FOR ASSIGNMENT 02</b>					<b>%</b>												

The answers to this assignment will be provided in Tutorial Letter **HRM3705/202/1/2015**. Please note that this tutorial letter will be distributed to students only **after** the due date for Assignment 02. **This tutorial letter will also be available on myUnisa.**

## APPENDIX B: SECOND SEMESTER COMPULSORY ASSIGNMENTS

### ASSIGNMENT 01 FOR STUDENTS REGISTERED FOR THE SECOND SEMESTER

PLEASE NOTE THAT ASSIGNMENT 01 WILL BE RETURNED TO YOU BY UNISA, UNMARKED, IF YOU DO NOT COMPLETE THE MARK-READING SHEET CORRECTLY. REFER TO THE BROCHURE *MY STUDIES @ UNISA* TO AVOID DISAPPOINTMENT. IF THE ASSIGNMENT IS RETURNED UNDER THESE CIRCUMSTANCES, YOU WILL NOT BE ADMITTED TO THE EXAMINATION.



The mark obtained for Assignment 02 will contribute 10% toward your final mark for this module.

#### ASSIGNMENT 01 FOR SEMESTER 2

(Study units 1 to 3, 7 and 8)

Due date	Unique number
28 August 2015	620493

This assignment comprises 20 multiple-choice questions. In this assignment you are required to select the most appropriate option from the “answer section” for each question (options 1 to 4). Choose the option which you think is the correct (most appropriate) one. In other words, if you think that statement 4 in question 1 is correct, then you select option 4 next to the appropriate question number (in this case it is question 1) on the mark-reading sheet. Make sure you answer all the questions and that your numbering is correct.

You need to use the official Unisa mark-reading sheet when submitting this assignment or you may submit it via the myUnisa system. Follow the instructions on how to use and complete mark-reading sheets in the brochure *My studies @ Unisa*. To register for myUnisa, go to the Unisa website at [www.unisa.ac.za](http://www.unisa.ac.za), click on myUnisa and follow the instructions.

#### QUESTION 1

Sipho and Michelle both work for the same company, Sipho has been with the design company since 2000 and Michelle recently joined the Michelle recently found that she is doing exactly the same work as Sipho and have the same responsibilities, but earns a different to what Sipho is getting paid. Indicate the type of pay Sipho is receiving:

- 1 incentive pay
- 2 pay for knowledge plans
- 3 base pay
- 4 seniority pay

#### QUESTION 2

It is best practice to ensure that companies' compensation strategy comprise of the following elements:

- 1 strategic compensation, vision, mission, stakeholders, company values
- 2 company name, stakeholders, strategic vision, action plan
- 3 statement of intent, specific rationale, the guiding principles, action plan

- 4 statement of compensation, declaration, approach to variable pay and guaranteed pay work-life balance

### QUESTION 3

The objective of the \_\_\_\_\_ is to standardise labour rights and labour relations processes, resulting in greater opportunity for consistency, efficiency, social justice and equity.

- 1 Skills Development Act
- 2 Basic Conditions of Employment Act
- 3 Labour Relations Act
- 4 Employment Equity Act

### QUESTION 4

A company using this type of competitive strategy seeks to offer a product or service that is unique and completely unlike the products of services offered by competitors in the market segment.

- 1 differentiation strategy
- 2 defender strategy
- 3 prospector strategy
- 4 lowest-cost strategy

### QUESTION 5

Read through the following paragraph and answer the question that follows:

Many South Africans are probably familiar with the phrase, "Ooh Vuyo, he's such a beeg beeg dreamer!" While watching this advertisement by Hansa Pilsner, Miles Kubheka, the founder of the Vuyo's brand, wondered whether this success story of an entrepreneur who started off with mobile vending units selling boerie rolls, to becoming a world famous yacht owner was actually true. After months of research and sleepless nights, he realised that Vuyo was a fictional character & saw a gap in the market for an incredibly successful business model. He registered the Vuyo's trademark and began the roll out of the first Vuyo's mobile vending units, a project he soon realised was a powerful tool in empowering young, vibrant entrepreneurs looking to start & grow a brand the Vuyo's way, big, bold and limitless. Source: <http://www.vuyos.co.za/>

Based on the paragraph above, what business strategy did Vuyo adopt in order to evoke quick customer reaction in the short-term?

- 1 cost-cutter
- 2 innovator
- 3 customer-focused
- 4 start-up strategy

### QUESTION 6

What would be the proposed and best compensation system for Vuyo's business?

- 1 short-term compensation mix
- 2 customer satisfaction incentives
- 3 increase variable pay
- 4 reward innovation and market-based pay

### QUESTION 7

In order to establish if Vuyo's compensation strategy will gain him a competitive advantage in relation to other competing brands, what questions should he raise in order to determine if he could gain competitive advantage?

- 1 is it consistent? Is it aligned,? Is it transparent?
- 2 is it fair? Is it market related? Does it represent a 1:2 remuneration mix?
- 3 is it aligned? Does it add value? Does it differentiate?
- 4 does it represent financial and non-financial rewards? How should total compensation help us win? Does it attract and motivate potential high performing employees?

### QUESTION 8

According to this Act, an employer should submit an employment equity plan that provides, inter alia, the steps that they will implement to reduce the difference in compensation among various groups within the organisation.

- 1 The Income Tax Act 58 of 1962, as amended
- 2 Compensation for Occupational Injuries and Diseases Act 130 of 1993
- 3 The Basic Conditions of Employment Act 75 of 1997
- 4 The Employment Equity Act 55 of 1998

### QUESTION 9

Study the following compensation data and answer the question that follows on the next page:

Company	Job title	Annual salary (R)
A	Marketing manager	R400 000
A	Marketing manager	R366 000
B	Marketing manager	R450 000
B	Marketing manager	R406 000
B	Marketing manager	R550 000
C	Marketing manager	R600 000
C	Marketing manager	R525 000
D	Marketing manager	R502 000
D	Marketing manager	R750 000
E	Marketing manager	R800 000

The mean salary for an Marketing manager is:

- 1 R454 900
- 2 R534 900
- 3 R544 900
- 4 R550 900

### QUESTION 10

Study the below scenario and answer the question that follows.



Sylvia is an engineering maintenance specialist working for a gold mine in the North West. On an ordinary day, she works a 7 hour shift in a shaft which is approximately two kilometres below the surface. During an experiential training workshop held in the shaft (during working hours) in order to improve and develop the skills of her and her team, Sylvia slipped and injured her leg. There was no signage indicating that the perimeter was dangerous and off limits. Doctors are concerned that she might not make a full recovery.

What South African Legislation will support Sylvia's case in a court of law?

- 1 Skills Development Act 37 of 2008 (SDL)
- 2 The Labour Relations Act 66 of 1995
- 3 King Report III
- 4 Compensation for Occupational Injuries and Diseases Act 130 of 1993 (COIDA)

#### QUESTION 11

A compensation specialist should consider market competitiveness and recognition of individual performance in order to promote a competitive compensation system. What is the best approach a compensation specialist can take in order to obtain internal consistency?

- 1 job analysis and job evaluation
- 2 market surveys, pay levels and market competitive systems
- 3 job evaluation and job design
- 4 compensation philosophy

#### QUESTION 12

\_\_\_\_\_ affect the day-to-day implementation of steps required to reach the goals of a strategy, such as recruitment; it supports the fulfilment of strategic decisions.

- 1 strategic decisions
- 2 compensation decisions
- 3 tactical decisions
- 4 financial decisions

#### QUESTION 13

A local cosmetic company is importing prestige cosmetic products from Brazil. The business is flourishing in the local market and the owner is looking into expanding into new markets which will likely stimulate new opportunities for his business. The \_\_\_\_\_ strategy will support his venture.

- 1 differentiation strategy
- 2 defender strategy
- 3 prospector strategy
- 4 lowest-cost strategy

#### QUESTION 14

Read the paragraph below and answer the question that follows.

The competitive advantage of ABC Manufacturing is based on the innovator strategy and is achieved through all four building blocks – efficiency, quality, innovation and responsiveness. Their production of quality steel depends on product leadership.

Its compensation strategy/system should:

- 1 focus on competitor's labour costs
- 2 be market-based pay
- 3 increase variable pay
- 4 focus on work specification

#### QUESTION 15

The compensation of jobs that may have different duties but require similar levels of skill, effort and responsibility under similar working conditions are referred to as

- 1 equal worth
- 2 unequal work
- 3 comparable worth
- 4 guiding principles

#### QUESTION 16

As HR manager, you have requested a market survey for an executive in a small consulting firm with an annual turnover of >R 10 000 000, to establish whether your executive is paid in line with what the market is paying. The salary survey data that you received is as follows:

R1 350 000
R1 600 000
R1 680 000
R1 890 000
R2 150 000
R2 750 000
R3 000 000

The 3rd quartile for the executive position is \_\_\_\_\_.

- 1 R1 600 000
- 2 R1 890 000
- 3 R2 150 000
- 4 R2 700 000

#### QUESTION 17

Consider the following dataset and complete the question to follow:

Company	Salary
A	R550 000
B	R600 000
C	R525 000
D	R502 000
E	R750 000

F	R800 000
---	----------

Based on the above survey, the *pay range* across the different companies would be \_\_\_\_:

- 1 40%
- 2 45%
- 3 50%
- 4 59%

#### QUESTION 18

The chief operating officer at the financial institution where you are work receives a salary of R690 000 per annum. Based on the salary survey data you received, it indicates that employees with the same position receive a salary of R740 000 per annum. Determine the compa-ratio.

- 1 93%
- 2 10%
- 3 11%
- 4 7%

#### QUESTION 19

What is the interpretation of the above compa-ratio result?

- 1 the chief operating officer is being overpaid in comparison to the market
- 2 the chief operating officer's pay is market related and possibly in a different quartile
- 3 the chief operating officer is being underpaid in comparison to the market
- 4 the chief operating officer's pay is suited to the financial industry which he operate within

#### QUESTION 20

\_\_\_\_\_ refers to the collapsing of job clusters or tiers of positions into a few wide bands to manage career growth and deliver pay.

- 1 two-tier compensation system
- 2 broad-banding
- 3 pay compression
- 4 job evaluation

**TOTAL FOR ASSIGNMENT 01: [20]**

The answers to this assignment will be provided in Tutorial Letter **HRM3705/201/2/2015**. Please note that this tutorial letter will be distributed to students only **after** the due date for Assignment 01. **This tutorial letter will also be available on myUnisa.**

**ASSIGNMENT 02 FOR STUDENTS REGISTERED FOR THE SECOND SEMESTER**



**The mark obtained for Assignment 02 will contribute 10% toward your final mark for this module.**

ASSIGNMENT 02 FOR SEMESTER 02	
(Study units 4, 5, 6 and 9)	
Due date	Unique number
16 September 2015	620525

#### LEARNING OUTCOMES

After completing this assignment, you should be able to:

- discuss the role that performance appraisals play in the merit pay system
- discuss the different approaches to strengthen the link between pay and job performance (pay-for-performance link)
- discuss the incentive plans that reward individual behaviour
- critically discuss the relationship between job analysis, job evaluation, internal structure and internal consistency
- discuss flexible benefits as an alternative pay system

#### QUESTION 1

(5)

This question requires you to provide the answers to a number of questions that appear in Appendix G of this tutorial letter. Please use the summary answer sheet that we provide (Appendix H) to record your response. Only provide your response or symbol next to the appropriate question on the answer sheet in Appendix H. Please do **not** answer on the questionnaire forms – **use only the summary 2-page answer sheet** in Appendix H.

**Please note** that there is one questionnaire to complete with three different sections and you will receive only proportional credit in marks if you do not complete all the relevant sections (biographical, remuneration questionnaire and employability attributes).

Please **make sure that you include your completed answer sheet as the very last page of your assignment (after the self-evaluation and reference list) so that it is easy for us to remove.**

**You could do one of the following:**

- Reproduce the table to include it in your assignment if you are submitting the assignment electronically. Alternatively, complete the questionnaire on myUnisa and submit it electronically.
- Complete the answer sheet and consent form and scan it in and attach it to your assignment.
- Make a handwritten or photocopy of the answer sheet and consent form and attach to the back of your assignment if you are submitting your assignment by hand or by post (i.e. not electronically via myUnisa).
- Complete the online survey by making use of the link that is available on myUnisa.

• **TOTAL FOR QUESTION 01: [5]**

Use the prescribed book and the study guide to answer the questions that follow. You can earn extra marks if you find and use additional sources to motivate/support arguments and answers. You must include them in the list of references.

## QUESTION 2

Read the following case study and then answer the questions that follow:

### **Gourmet Burgers Popup Truck Shop**

Bridget is the manager at Gourmet Burgers Pop-up Truck Shop. She is driven to work hard in order to achieve and exceed objectives in terms of sales and productions. She is perceived as focused and output driven.

In her team, is Mike; the gourmet burger flipper and his remuneration depends on the number of burgers he flips. Bridget's business partner identified the need for a sales agent and nominated a potential candidate.

Bridget employed the sales agent to assist with the developing of new business. She has decided to keep employees motivated by rewarding them at the end of every 3<sup>rd</sup> month for outstanding attendance should they show 100% attendance.

- 2.1 Identify and discuss the type(s) of individual incentives present in the scenario which Bridget is using to incentivise her employees (25)

## QUESTION 3

Read through the paragraph on the next page and answer the questions that follow:

Peter is a chemical engineer. His main responsibilities include designing plant and equipment configuration so that he can be readily adaptable to suit the product range and the process technologies involved.

He has a Master's degree in Engineering, 15 years of experience and earns R30 000 per month.

Charl is a personal assistant to the marketing manager. He devises and maintains office systems, including making travel arrangements. He obtained a diploma and has been working for three years. He earns R 10 000 per month.

- 4.1 Identify and discuss the remuneration practice which indicates the fairness of pay difference. (5)
- 4.2 There are two techniques which can be used to ensure a pay system defining the relative value of each job in the hierarchy. Critically discuss these systems. (10)
- 3.3 Why would you say there is a move toward implementing flexible benefits in South Africa? (10)

## QUESTION 4

- 4.1 Most employees believe their performance is above average or they feel that they are not adequately paid. Therefore they believe that they should be paid more. A well designed performance appraisal system should be defensible in a court of law. Discuss the importance of performance appraisals, the law and elaborate on guidelines for setting up a performance appraisal system which is supported by the law. (10)
- 4.2 Identify and discuss the types of pay increase and the requirements for linking pay to performance. (10)
- 4.2 Identify and discuss a tool managers could use for fair pay increases. (15)

**TOTAL FOR ASSIGNMENT 02: [90]**

### Assessment criteria

Look closely at the assessment criteria in the following table. The assessment criteria will give you an idea of what is expected of you in each of the assignment categories.

Question	Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark
2.1	Poor identification and discussion on the different type(s) of individual incentives	Identified the different individual incentives	Detailed identification and discussion on the different type(s) of individual incentives	Detailed identification and discussion on the different type(s) of individual incentives and individual employee linkages to incentives	<b>/25</b>
	<b>0-6</b>	<b>7-13</b>	<b>14-20</b>	<b>20-25</b>	
3.1	Unable to identify the remuneration practice	To a certain extent able to identify the remuneration practice	Identified and general discussion in terms of the remuneration practice	Identified the remuneration practiced and concept explained in terms of scenario	<b>/5</b>
	<b>0-2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
3.2	Poor identification and limited/no discussion on two approaches	To some extent able to identify and discuss the two approaches	Two approaches are introduced and discuss	Two approaches are introduced and discuss in detail in a remuneration context.	<b>/10</b>
	No discussion of the fundamental values of the company that can influence how the employees feel about pay	Limited discussion of the fundamental values that can influence how the employees feel about pay	Detailed discussion of the fundamental values that can influence how the employees feel about pay	In-depth discussion of the fundamental values that can influence how the employees feel about pay	
	<b>0</b>	<b>1-3</b>	<b>4-6</b>	<b>7-10</b>	
3.3	No/limited discussion on suggestions regarding the implementation of flexible benefits.	Some discussion on suggestions regarding the implementation of flexible benefits	Detailed discussion on suggestions regarding the implementation of flexible benefits	In-depth discussion on suggestions regarding the implementation of flexible benefits	<b>/10</b>
	<b>0</b>	<b>1-3</b>	<b>4-6</b>	<b>7-10</b>	

Question	Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark		
4.1	No discussion on the importance of performance appraisals and the law	Limited discussion on the importance of performance appraisals and the law	Detailed discussion on the importance of performance appraisals and the law	In-depth discussion on the importance of performance appraisals and the law			
	No discussion on the guidelines	Limited discussion on the guidelines	Detailed discussion on the guidelines	In-depth discussion on the guidelines			
	No sources acknowledged or some sources used and not acknowledged	Consulted study guide or a single source only	Consulted one or two of the recommended or other sources	Consulted a variety of sources			
	<b>0</b>	<b>1–3</b>	<b>4–6</b>	<b>7–10</b>	<b>/10</b>		
4.2	Unable to identify and discuss the types of pay increases	Limited discussion the types of pay increases	Detailed discussion the types of pay increases	In-depth discussion discuss the types of pay increases using additional resources for further elaboration			
	Unable to explain the requirements for tying pay to performance	Some explanation regarding the requirements for tying pay to performance	Good explanation regarding the requirements for tying pay to performance	In-depth explanation regarding the requirements for tying pay to performance using additional resources for further elaboration			
	<b>0</b>	<b>1–3</b>	<b>4–6</b>	<b>7–10</b>	<b>/10</b>		
4.3	Unable to identify and discuss a tool managers use for fair pay increases	Limited identification and discuss a tool managers use for fair pay increases	Detailed discussion a tool managers use for fair pay increases	In-depth discussion of the importance of internal consistency using additional resources for further elaboration			
	<b>0</b>	<b>1–3</b>	<b>4–6</b>	<b>7–10</b>	<b>/10</b>		
Technical presentation and layout	Correct referencing technique used		2	No/incorrect referencing technique		0	<input type="text"/> <input type="text"/> <input type="text"/> <b>/9</b>
	Additional resources used		2	No additional resources used		0	
	Completed question 1		5	Did not complete question 1		0	
<b>TOTAL MARK FOR ASSIGNMENT 02</b>					<b>%</b>		

The answers to this assignment will be provided in Tutorial Letter **HRM3705/202/2/2015**. Please note that this tutorial letter will be distributed to students only **after** the due date for Assignment 02. **This tutorial letter will also be available on myUnisa.**

## APPENDIX C: SELF-ASSESSMENT ASSIGNMENTS

**Please note** that the questions in the self-assessment assignments (Assignments 03 and 04) are a good example of how examination questions are asked. For your convenience a mark has been allocated to each question. **Do not expect a high mark if you do not produce the correct volume and content.**

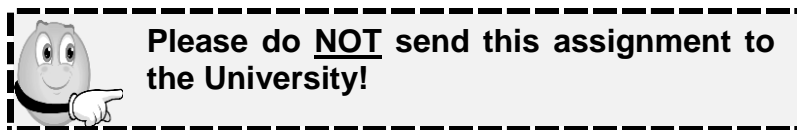
<b>ASSIGNMENT 03</b>
(Study unit 10)

**This assignment comprises essay questions relating to a case study.**

### LEARNING OBJECTIVES

**After completing this assignment you should be able to:**

- critically discuss the principles and processes of setting executive compensation
- indicate how corporate governance and executive remuneration fit together
- critically discuss the structure of executive pay and whether it is fair, ethical and linked to performance
- discuss the role of remuneration committees in executive compensation
- make recommendations on how to set CEO pay



Read through the case study below and answer the questions that follow.

You are on the Remuneration Committee of a large South African bank. An overseas bank wants to acquire your bank, and you are required to present to the overseas bank (in a report), the following:

- 3.1 The determinants that you use to set your CEO's pay. (6)
- 3.2 How you select your comparator organisations for benchmarking purposes. (2)
- 3.3 What you are doing to demonstrate your willingness to act ethically with regard to executive remuneration. (12)
- 3.4 What are you doing to improve remuneration governance (5)

**TOTAL FOR ASSIGNMENT 03: [25]**



<b>ASSIGNMENT 04</b>
(Study units 1, 2 and 7)

**LEARNING OBJECTIVES****After completing this assignment, you should be able to:**

- identify the internal and external environmental factors that have an impact on the pay structure of an organisation
- discuss and contrast the different strategic choices with regard to the aims of strategic compensation

discuss the relevant concepts relating to tactical and strategic decisions

Read the following paragraph and then answer the questions that follow:

**Preparing for Growth at Waxman Candles**

After only six months in business, Verna Waxman is confident that the future looks bright at Waxman Candles. New orders are coming in every day and she is already making plans to grow her staff significantly. This candle making company started as a home project in Verna's basement, but she now has a fully operating production facility and a staff of nearly twenty employees.

Waxman Candles produces a variety of scented candles that are sold through boutique retail shops and the company's website. Several national news programmes and talk shows have featured the company's candles that are shaped into unique geometric designs with popular aromatherapy scents and as a result, the demand for their product has been overwhelming. They have differentiated themselves from their competitors by giving customers the opportunity to order customized candles. Through the company website, a customer can order a combination of desired shapes, colours and scents. Customers can also request personalised labels on the candles, making them a unique gift item. The candles have become so popular that the company can barely keep up with the orders.

The staff at Waxman includes production, customer service and administration. The production workers require basic skills and can be easily trained in the candle making process. The customer service workers are critical to the company's success as they process the custom orders and work directly with customers to ensure satisfaction. The administrative staff includes workers in several functions, the most critical being accounting and marketing.

Verna is in the process of hiring more staff, but wants to make sure she doesn't make any quick decisions that jeopardise the future of her company. She knows that she did not handle hiring her first round of staff well. She made hiring decisions quickly and did only some basic research online to determine what to pay the new hires.

Fortunately, Verna has considerable financial resources to move forward as she qualified for several small business loans. Further, because her overhead production costs are relatively low, she is able to reinvest significant profits to help grow the company. But, as she prepares to grow her staff, she knows now is the time to take a more strategic approach to hiring and

wants to pay attention specifically to her compensation decisions. To help her do so, she has contacted a human resource management consultant to help guide her in the process. The consultant suggests they begin by conducting a strategic analysis of the company's situation.

Source: Adapted from Martocchio, J (2011). Strategic Compensation. 6th Edition

You have been appointed as the human resource consultant at Waxman Candles. Provide Verna with a report on the following:

- 3.1 What strategic analysis is and the competitive forces that you will consider in conducting a strategic analysis to determine compensation practices (15)
- 3.2 The industry maturity phase that Waxman Candles is currently operating in, as well as the corresponding compensation strategy they need to implement. (5)
- 3.3 Identify the competitive strategy/organisation strategy that Waxman currently follows and discuss the HR strategy that would best fit this type of organisational strategy. (5)

**TOTAL FOR ASSIGNMENT 04: [25]**

## **APPENDIX D: GUIDELINES FOR ANSWERING SELF-ASSESSMENT ASSIGNMENTS**



Have you attempted to answer these questions before looking at the answers? Self-assessment means that you need to answer the questions and then assess your answers by means of the guidelines provided.

**Do not read through the answers if you have not yet attempted to answer the questions yourself.**

### **Assignment 03**

***In order to answer Assignment 03, you need to refer to study units 1 and 12 in the study guide.***

- |   |     |
|---|-----|
| 3.1 The determinants that you use to set your CEO's pay | (6) |
|---|-----|

*Please refer to study unit 1 as well as study unit 12.3 in the study guide*

<b>1 Organisation size</b>	Turnover, number of employees, value of assets
<b>2 Organisation performance</b>	Profitability, return on investment, value added
<b>3 Executive-specific factors</b>	Age, experience, tenure, career path

<b>4 Organisation structure</b>	Holding, subsidiary or single-unit organisation, capital or labour intensive
<b>5 Job-or position-specific factors</b>	Level of decision-making, consequence of error, organisation level
<b>6 Job complexity</b>	Job-sizing instruments are used to determine job size

**(½ mark for determinant and ½ mark for explaining)**

3.2 How you select your comparator organisations for benchmarking purposes? (2)
--

*Please refer to study unit 12.7.1 in the study guide*

When defining the market the following factors, from financial components need to be considered. These include a full assessment of an organisation, based on the following criteria:

- Holding, subsidiary or single-unit organisation
- Private, public or state owned enterprise
- Monopoly or many competitors
- Complexity of industry or market
- Listed or not
- Local listed only (JSE - Johannesburg Securities Exchange) or overseas listing (for example: LSE, NYSE) or both
- Job content, not just position title
- Job size - not all CEO job sizes are the same
- Performance of organisation in terms of financials, shareholder return, strategic vision, people management practices

**(2 marks for any 2 mentioned)**

3.3 What are you doing to demonstrate your willingness to act ethically with regard to executive remuneration. (12)
--

*Please refer to study unit 12.4.2 in the study guide*

They can do the following:

- **Identify the true compensation being paid to an executive.** Investigate and disclose retirement accounts and other forms of hidden payouts that exponentially increase an executive's pay.
- **Independent RemCo.** CEOs should not serve on the nominating committee or have influence over its members.
- **Tie pay to performance.** Performance should drive compensation; if returns to shareholders are minimal, or if the company consistently loses money, executive pay should be affected as well.
- **Recruit by character as well as by credentials.** Screen potential CEOs about their sense of obligation to others and stewardship to the corporation.
- **Avoid basing decisions on self-interest.** Recognise that many board members are also CEOs who may find it in their best financial interest to see executive compensation generally increase.

- **Align compensation with long-term strategic and economic goals.** A CEO whose compensation is based on short-term gains may fudge the numbers to increase share price or hide poor numbers that hurt his or her portfolio.

(1 mark for naming and 1 mark for discussing)

## Assignment 04

4.1 What strategic analysis is and the competitive forces that you will consider in conducting a strategic analysis to determine compensation practices? (15)
---

**Maximum 15 marks**

**Strategic analysis** entails an examination of a company's external market context and internal factors. It is also about looking at what is happening outside your organisation now and in the future. It asks two questions, "How might what's happening affect you?", and "What would be your response to likely changes?" It's called strategic because it's high level, about the longer term, and about your whole organisation. It's called analysis because it's about breaking something that's big and complex down into more manageable chunks. As a HR consultant, **you need to examine the external market factors, make an assessment of the labour market, make an assessment of the product market and look at organisational factors.** This will determine the company's external/compensation competitiveness – how an employer pays compared with what similar or competitive companies are paying.

**(2 marks for defining/discussing strategic analysis)**

**External market factors** include supply and demand for labour, how the organisation's specific industry is doing financially and the cost of living in a specific region. Organisational factors include size; whether it is a profit, non-profit or government entity; the organisation's financial stability; pay philosophy; and the job's value to the company. As consultant, you need to examine the external market environment. In searching for experienced staff, such as marketing professionals, it is important to understand how to position the company to compete for talent.

**(2 marks for discussing external market factors)**

**Labour market:** The labour market for a specific job category may be defined as being the geographical area from which an organisation recruits employees and where individuals seek employment. The labour market provides a context for compensation management and can set limits within which it operates.

As many of Waxman's positions require little skill, understanding the available labour pool and typical earnings ranges will help determine the compensation strategy. Labour demand and supply of labour of Waxman's positions will also play a role. Labour demand is the employment level organisations require. An increase in salary rates will reduce the demand for labour, provided that other factors are constant. Labour supply is the different numbers of employees available at different pay rates.

The supply of HR focuses on several factors, including the salary rate for that particular occupation, its status, employees' qualifications and the preferences of people regarding paid work and leisure.

**(5 marks for discussing labour market)**

**Organisational factors:** The consultants should examine the necessary capabilities for the

different functional areas. For example, because the customisation of the product is what differentiates the product from competitors, the customer service function is crucial to business success. Furthermore, the financial condition of the company will help set the parameters of the compensation strategy. The consultants also need to look at Waxman's organisational strategy and profitability.

**(2 marks for discussing organisational factors)**

**Product market:** Competitive pressures, both national and global, are major factors affecting levels of pay. Waxman's ability to pay is constrained by their ability to compete, so the nature of their product market affects external competitiveness and the pay level that the organisation sets. The degree of competition between producers and the level of the demand for products are the two key product market factors, affecting the ability of the company to change the prices of its products and services. If prices cannot be changed without suffering a loss of revenue from decreased sales, the ability of the organisation to pay higher rates is constrained. The product market factors set the limits within which the pay level can be established.

**(4 marks for discussing product market)**

4.2 The industry maturity phase that Waxman Candles is currently operating in, as well as the corresponding compensation strategy they need to implement. (5)
---

**Industry or product growth** has an important impact on the remuneration strategy that a company adopts. Waxman is in a **growth** maturity phase. The company started as a home project in Verna's basement, but has grown to a fully operating production facility and a staff of nearly twenty employees. In a growth phase, new markets are acquired and market shares acquired. In this phase, the common approaches to compensation would be to "catch up" with salary and benefits as Verna is currently doing (she wants to pay special attention to her compensation decisions). Waxman also need to emphasise long-term incentives, with increasing ways to promote short-term results.

**(5 marks for general discussion)**

4.3 Identify the competitive strategy/organisation strategy that Waxman currently follows and discuss the HR strategy that would best fit this type of organisational strategy. (5)
---

Waxman currently follows a **differentiation strategy**. Differentiation strategies are adopted to develop products that are unique from those of competitors – in the case study, customers can order customised candles. A differentiation strategy can take many companies, including design or brand image technology, features, customer services and prices. Differentiation strategy leads to competitive advantage through building brand loyalty among devoted consumers. Brand loyal consumers are less sensitive to price increases, which enables companies to invest in research and development initiatives to further differentiate themselves from competing companies.

**(2 marks for discussing differentiation strategy)**

The HR Strategy that would best fit a differentiation strategy requires:

- Broad job classes
- Loose work planning

- Emphasis on individual-based pay
- Use of performance appraisal as development tool

(3 marks for discussing the HR strategy)

## APPENDIX E: CHANGES TO PAGE REFERENCES IN THE STUDY GUIDE

The study guide you received after registration is based on the sixth edition of the prescribed book. In this section, we indicate where you will find the differences between the sixth and seventh editions of the prescribed book. It is very important for you to note the changes as pointed out in this tutorial letter. You can use either the sixth or seventh edition of the prescribed book to prepare for the examination.

Chapter in prescribed book	Study unit in study guide	Changes/corrections to be made
Chapter 1	Study Unit 1	
Chapter 2	Study unit 3	Page 55 in study guide: Delete the first learning outcome “discuss compensation and the social good and the effect the different views/goals have on compensation”. This is not discussed in the seventh edition.
		Page 56 in study guide: Delete the first bullet under contents of the study unit “compensation and the social good”.
		Page 58 in the study guide: Delete paragraph 3.2.
		Page 60 in the study guide: Remember to read the content in the prescribed book. However, only study what is discussed in the study guide, page 60 to 67, as it contains information relating to the South African legislation.
		Page 72 to 73: You do not have to study the last paragraph on page 72 starting with: “Explanations for pay differences.....” as well as Figure 3.3 on page 73. You also do not have to know the factors discussed in the note block on page 73.
		ONLY study “Labour unions as contextual influences” in the study guide. The sections in the prescribed book can only be <i>read</i> for additional knowledge.
		Page 78 change Question 6’s “See section 5 in study unit” to “See section 3.5.2”
Chapter 2	Study unit 4	Page 93 and 94 in the study guide: READ paragraph 4.4 (including paragraph 4.4.1).
		In the prescribed book read the paragraph “Performance appraisal”.
		Study “Exploring the performance appraisal process” in the study guide and prescribed book.
		Read “Sources of performance appraisal process” in the prescribed book.
Chapter 3	Study unit 5	Page 120 in the study guide and relevant sections in the prescribed book: You only have to read information relating to the Scanlon, Rucker and Improshare plans.
		You do not have to study “Calculating profit sharing awards” in the prescribed book.
Chapter 5	Study unit 6	Page 139 in study guide: At the note, we refer to “Performance appraisals”, but it should read “Job analysis”.
		You only have to READ “Steps on the job analysis process” in the prescribed book.
		The section “Legal considerations for job analysis”: You only have to study the section in the study guide as it refers to the South African

		<p>context.</p> <p>You don't have to study "Job analysis techniques" in the prescribed book.</p> <p>Page 144 in the study guide: You need to STUDY section 6.5 ("Job evaluation").</p> <p>Study ONLY section "Job evaluation techniques" in the study guide. You can only read the section in the prescribed book.</p>
Chapter 6	Study unit 7	<p>Page 174 in the study guide: Example of calculating the weighted mean. Note that the total under column "C" should be <b>R1 780 500</b>. Thus, the grand total is divided by all the number of employees (187) to give a weighted means average of R9 521, 00 (<math>R1\ 780\ 500/187 = R9\ 521</math>).</p> <p>Page 176 in the study guide: Example of quartiles and percentiles – the first <b>quartile is R120 000</b> and not R100 000 as indicated in the study guide.</p> <p>Page 185 in study guide: The <b>median should be R406 000</b> and not R428 500 as indicated in study guide.</p>
Chapter 7	Study unit 8	<p>Page 195 in the study guide: Example midpoint spread – the first calculation of the spread is incorrect. The correct calculation is as follows:  <math display="block">\frac{R83\ 550 - R66\ 800}{R66\ 800}</math> = 25% of midpoint  Please ignore the "+" sign before the 20%.</p> <p>Page 199 in the study guide: Example: Merit grid. At point 3, A (1) should be <math>0.30 \times 0.10 = 0.03</math></p> <p>Page 200 in the study guide: Under point 8.4 it is stated that the paragraph's title should read: "Designing pay for knowledge plans". The paragraph/title has changed in the 7th edition of the prescribed book. If you are using the seventh edition, please change it to "Designing of person-focused programmes".</p> <p>Page 206 in the study guide: Merit grid in column D should be 0.25 and not 0.24.</p> <p>You don't have to study "Designing sales incentive compensation plans" in the prescribed book.</p>
Chapter 8 Chapter 9	Study unit 9	<p>Page 211, update the referred chapters in the first bullet to read: "Read chapters 8 and 9"</p> <p>The sections "Components of legally required benefits" should be studied from the study guide ONLY. The sections in the prescribed book refer to American legislation.</p>
Chapter 10	Study unit 10	Page 262 in the study guide: This sentence should read as follows: "You are referred to section 10.2, and figure 10.1 in the study guide."
Chapter 11	Study Unit 11	Page 270, delete the wording under section 11.2.3 which refer to "The reasons as discussed in the prescribed book" and delete the section ("Refer to the prescribed book for a detailed discussion....") which is above the note frame.
Chapter 12	Only the study guide	

## **APPENDIX F: PARTICIPANT INFORMATION SHEET**

Dear Prospective participant

My name is Magda Bezuidenhout, the lecturer for HRM3705 in the Department of Human Resource Management. We are inviting you to participate in a study entitled "*The relationship between retention expectations and what organisations deliver and student's employability*".

### **WHAT IS THE AIM/PURPOSE OF THE STUDY?**

The aim of this study is to determine what the key retention factors are for employees in order to

- assess whether there is a relationship between retention expectations and what organisations deliver
- determine people's employability attributes
- determine whether people's age, gender, race, marital status, job level and employment status significantly predict their employability attributes
- determine whether men and women differ significantly in their expected retention factors and employability attributes

### **WHY AM I BEING INVITED TO PARTICIPATE?**

This survey will be distributed among Unisa students (students who are registered for HRM2603 (second-year module), HRM3705 (third-year module) and HRM4801 (fourth-year module). Thus, being a registered student for these modules, you have been chosen to participate in the study.

This research is a quantitative approach using the SPSS programme to analyse the data. The ANOVA test and t-test will be used. The Cronbach alpha analysis will be used to assess reliability. The data set will be tested for validity by using the Kaiser-Meyer-Olkin measure of sampling adequacy and Bartlett's test of sphericity. The SPSS programme will be used to analyse the data.

### **WHAT IS THE NATURE OF MY PARTICIPATION IN THIS STUDY? /WHAT DOES THE RESEARCH INVOLVE?**

The study involves a survey and hence questionnaires would be used. Questions asked are closed-ended questions and participants will tick the answers that best describe their opinions. The questionnaire would take approximately 20 minutes to complete.

### **CAN I WITHDRAW FROM THIS STUDY?**

Question 1 is compulsory for all students and you will receive 5 marks for responding to the questionnaire/survey. It still forms part of your learning and therefore you will be assessed on the content of your answers. By signing the consent form in Annexure D, you give permission that the researcher can use the data provided in Annexure E for research purposes. You are under no obligation to agree to participate in the study and if you do not consent to the study, you will in no way be affected.



## **WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?**

The results of this study will be used for academic purposes only. The results will contribute valuable new knowledge to the field of human resource management as well as psychology and may be used by students to obtain the necessary skills to help them find employment after graduation.

## **WHAT IS THE ANTICIPATED INCONVENIENCE OF TAKING PART IN THIS STUDY?**

Questionnaires pose a challenge in that some answers may represent participants' motives. There are time constraints in completing the questionnaires as participants may have to use their free time to complete the questionnaire.

## **WILL WHAT I SAY BE KEPT CONFIDENTIAL?**

Although your student number is requested for purposes of awarding the 5 marks to you, when capturing the research data, your name/student number will not be recorded anywhere and no one will be able to connect you to the answers you give. Your answers will be given a fictitious code number or a pseudonym and you will be referred to in this way in the data, any publications, reports or other research reporting methods like conference proceedings. Data would only be accessed by staff from the Academic Research Support Unit (ARSU) at Unisa and this individual will maintain confidentiality of the participants by signing a confidentiality agreement. Your answers may be reviewed by people responsible for making sure that research is done properly, including by members of the Research Ethics Committee. Otherwise, records will identify that you will be available only to people working on the study, unless you give permission for other people to see the records. The results of the study will be used for academic purposes only, and may be published in an academic journal and/or conference proceedings. However the research findings will be available on request from the researcher. Should a report of the study be submitted for publication, individual participants will not be identifiable in such a report.

## **HOW WILL INFORMATION BE STORED AND ULTIMATELY DESTROYED?**

Hard copies of your answers will be stored by the researcher for a period of five years in a locked cupboard/filing cabinet for future research or academic purposes; electronic information will be stored on a password-protected computer. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable.

## **WILL I RECEIVE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY?**

You will receive five marks for participating in the survey. No costs will be incurred by the participant.

## **HAS THE STUDY RECEIVED ETHICAL APPROVAL?**

This study has received written approval from the Research Ethics Committee of the College of Economic and Management Sciences, Unisa. A copy of the approval letter can be obtained from the researcher if you wish to have a copy.

## **HOW WILL I BE INFORMED OF THE FINDINGS/RESULTS?**

If you would like to be informed of the final research finding, please call me on +27124294535 or e-mail me at [Bezuimi@unisa.ac.za](mailto:Bezuimi@unisa.ac.za). The findings are accessible on request. You can also

contact the researcher should you require any further information or have concerns about the way in which the research has been conducted.

Thank you for taking time to read through this information sheet and for participating in this study.

We wish you success!

A handwritten signature in black ink that reads "Magda Bezuidenhout". The signature is written in a cursive style with a large initial 'M'.

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Magda Bezuidenhout

## APPENDIX G: CONSENT FORM AND QUESTIONNAIRE

**COMPLETE THE CONSENT FORM IN THIS APPENDIX FOR ASSIGNMENT 02****QUESTION 1 (STUDENTS REGISTERED FOR SEMESTER 1 AS WELL AS SEMESTER 2)****CONSENT TO PARTICIPATE IN A RESEARCH STUDY**

I, \_\_\_\_\_ (name), with \_\_\_\_\_ (student number), confirm that the person asking my consent to take part in this research has told me about the nature and procedure of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet/tutorial letter.

I have had sufficient opportunity to ask questions and am prepared to participate in the study.

I understand that if I choose not to participate, the data provided during the assignment will be excluded from the data which will be used for research purposes.

I am aware that the findings of this study will be anonymously processed into a research report, journal publication and/or conference proceedings.

\_\_\_\_\_  
Participant name and surname (please print)

\_\_\_\_\_  
Participant signature

Date

\_\_\_\_\_  
Researcher's name and surname (please print)

\_\_\_\_\_  
Researcher's signature

Date

\_\_\_\_\_  
Witness name and surname (please print)

\_\_\_\_\_  
Witness's signature

Date

The data obtained will be used for research purposes only. Note that we ask you for your student number so that we can link the responses to the questionnaire to your academic results. We do not consider any individual student's information, as we look at trends (relationships between variables) and group information (i.e. comparing gender or age groups). Any information not provided will be treated as missing values, but it shrinks the available sample when that particular variable is used for sub-group comparisons.

Please complete all the questions on the answer sheets provided at the end of **Appendix G**. Use either the letter or the number indicated at the specific question to indicate your answer.

### SECTION 1: BIOGRAPHICAL DETAILS (B1)

(This information will be used for statistical purposes only.)

#### 1. Current module registration

For which module are you registered?

HRM4801	1
HRM3705	2
HRM2603	3

#### 2. Nature of employment

Please indicate the nature of your employment.

Unemployed	1
Part-time employment	2
Full-time employment	3
Self-employed	4
Other	5

#### 3. Education

Indicate your highest level of tertiary qualification (circle one option).

Matric/Gr 12 (or equivalent)	1
Undergraduate degree/diploma	2
Honour's degree or equivalent	3
Master's degree or equivalent	4
Doctoral degree or equivalent	5
Other	6

#### 4. Cultural group

Indicate your cultural grouping from the following list:

Indian	1
Black	2
Coloured	3
White	4
Other (specify)	5

**5. Gender**

Indicate your gender.

Male	1
Female	2

**6. Age**

Indicate your age.

**7. If employed, at what level are you employed?**

Top management	1
Senior management	2
Specialist/professional	3
Middle management	4
Skilled	5
Semi-skilled/operational	6
Basic skilled	7

## SECTION 2: REMUNERATION EXPECTATIONS (R2)

### Directions

The purpose of this section is to gather data from Unisa students to determine their remuneration expectations in an organisation. The data gathered will be used for research purposes only. This section consists of two parts:

**Part 1** asks you to consider statements relating to factors that impact on your retention in an organisation.

**Part 2** requires you to rank the retention factors in order of importance to you.

### **Part 1: Factors that impact on retention**

This section consists of two parts. Part A and part B. For both part A and part B indicate your response by placing an X for each factor in **one** of the four columns. In part A, you need to indicate to what extent you view each factor as important in retaining you in an organisation. If, for example, you rate a factor as Very important (1), the implication is that you feel this factor is very important in **retaining** you.

In part B you need to indicate the extent to which your current organisation fulfils/delivers on the factor. If, for example, you rate a factor as Dissatisfied (3), the implication is that you feel your organisation is partially fulfilling your expectations regarding the particular factor that is retaining you at the organisation. **If you are not employed, you can IGNORE part B of this section.**

*The following is an example of how you would mark your responses in the case of the scenario described above.*

#### **Part A**

##### **Importance to you**

1. Very important
2. Important
3. Somewhat important
4. Not important

#### **Part B**

##### **Delivery by the organisation**

1. Very satisfied
2. Satisfied
3. Dissatisfied
4. Very dissatisfied

<b>1X</b>	2	3	4	The organisation is fun and games	1	2	<b>3</b> <b>X</b>	4
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**Part A**  
**Importance to you**

1. Very important
2. Important
3. Somewhat important
4. Not important

**Part B**  
**Delivery by the organisation**

1. Very satisfied
2. Satisfied
3. Dissatisfied
4. Very dissatisfied

Please respond to the following statements. Use the scale provided below each statement to reflect your view.

	1	2	3	4	Factor	1	2	3	4
1					Working for a reputable and competitive brand				
2					Working for a global brand				
3					Being allowed to challenge the status quo* in the organisation				
4					Working in a culture that recognises performance				
5					Working in a culture that embraces diversity				
6					Having managers who deliver on promises				
7					Having managers who are knowledgeable				
8					Having managers who are caring and understanding				
9					Having managers who are inspirational				
10					Having a good relationship with the managers of the business				
11					Receiving open and honest feedback, in order to improve my skills and knowledge				
12					Attending in-house training courses to improve both my technical and soft skills				
13					Attending external courses and/or training programmes (conferences, short courses, business school programmes, etc.)				
14					Receiving a market-related remuneration package, i.e. industry norm				
15					Receiving a package that exceeds market-related pay, i.e. being paid in the top 25 <sup>th</sup> percentile for my role and ability				
16					Receiving a performance bonus based on my own performance				
17					Receiving financial support for further studies/sabbaticals				
18					Having medical aid benefits				
19					Having retirement fund benefits				

\***Status quo** means the current or existing state of affairs. Therefore, to maintain the status quo is to keep things the way they are presently.

	1	2	3	4	Factor	1	2	3	4
20					Having sufficient leave conditions				
21					Receiving recognition for outstanding achievements				
22					Receiving a personal thank you/praise from my manager or person I report to				
23					Receiving a personal thank you/praise from management of my business unit				

24					Being allowed freedom to work independently				
25					Having a flexible working hours system				
26					Being afforded the opportunity to make my own decisions, e.g. individually selecting training courses to attend, rating individuals in my teams, generating my own solutions first, etc.				
27					Getting opportunities to enhance my skills through job rotation				
28					Living close to where I work				
29					Working in modern offices				
30					Working in good working conditions				
31					Using state-of-the-art technology				
32					Having sufficient time to conduct/participate in social activities and events (this includes time with family and friends)				
33					Having friendly work colleagues				
34					Working with colleagues in a team				
35					Having effective internal processes and procedures				
36					Having a system where issues raised are dealt with in an effective manner				
37					Being provided opportunities to advance in my career				
38					Being involved in challenging work				
39					Being involved in work that is complex				
40					Being involved in non-repetitive and varied work assignments				
41					Being involved in work that requires creativity				
42					Being allowed to interact with senior management at clients				
43					Being allowed to interact with executives at clients				
44					Getting exposure to methodologies, tools, better practices and benchmarks				
45					Having a career plan that realistically maps the next 3 to 5 years of my career				
46					Doing work that utilises my skills				



## Part 2: Ranking of retention factors

47. Rank the following categories in order of importance to you by allocating a total of 100 points to the various categories below.

We will first give you an example, and then you need to give us your response.

### EXAMPLE

Focus area #	Focus area	Explanation of focus area	Score allocation
1	Company brand	Working in a reputable organisation that has a great market presence	10
2	Company culture	Working for an organisation that encourages diversity and promotes a happy and professional culture	5
3	Leadership and management	Leaders and managers who are inspirational, knowledgeable and whom I can trust	10
4	Training	Opportunities to enhance my skills and knowledge	5
5	Reward and recognition (financial)	Being rewarded for my performance and abilities	30
6	Reward and recognition (non-financial)	Being recognised for my efforts and contributions through praise and acknowledgement	10
7	Work/life harmony	Having adequate time to participate in social events but still being able to deliver to my clients/achieve set goals	10
8	Independence and freedom	Ability to make my own decisions and work independently	0
9	Work environment (physical)	Having a comfortable, modern work environment that uses leading technologies	0
10	Work environment (other)	Working with friendly colleagues, in an organisation that has efficient internal processes and procedures	10
11	Career development and enhancement	Having the opportunity to further my career and be exposed to global engagements	10
<b>Total</b>			<b>100</b>

### YOUR RESPONSE

Focus area #	Focus area	Explanation of focus area	Score allocation
1	Company brand	Working in a reputable organisation that has a great market presence	
2	Company culture	Working for an organisation that encourages diversity and promotes a happy and professional culture	
3	Leadership and management	Leaders and managers who are inspirational, knowledgeable and whom I can trust	
4	Training	Opportunities to enhance my skills and knowledge	
5	Reward and recognition (financial)	Being rewarded for my performance and abilities	
6	Reward and recognition (non-financial)	Being recognised for my efforts and contributions through praise and acknowledgement	
7	Work/life harmony	Having adequate time to participate in social events but still being able to deliver to my clients/achieve set goals	
8	Independence and freedom	Ability to make my own decisions and work independently	
9	Work environment (physical)	Having a comfortable, modern work environment that uses leading technologies	
10	Work environment (other)	Working with friendly colleagues in an organisation that has efficient internal processes and procedures	
11	Career development and enhancement	Having the opportunity to further my career and be exposed to global engagements	
<b>Total</b>			<b>100</b>

### SECTION 3: EMPLOYABILITY ATTRIBUTES (E3)

#### Directions

The purpose of this section is to stimulate your thoughts about your employability. Each item is rated in terms of your current behaviour. Assign a number from 1 to 6, using the scale provided. The higher the number, the more true that item is for you in terms of your current behaviour. Please indicate “1” if the statement is never true for you, “2” if the statement is occasionally true for you, “3” if the statement is more occasionally true for you, “4” if the statement is often true for you, “5” if the statement is more often true for you, and “6” if the statement is always true for you.

Try to answer the questions as honestly as you can and work quickly. Avoid extreme ratings except in situations in which you **clearly have strong feelings** in one direction or the other.

There are no right or wrong answers. Please give the response that best describes you.

Never true for me	Occasionally true for me		Often true for me		Always true for me
1	2	3	4	5	6

1	I regularly reflect on what my career aspirations are.	1	2	3	4	5	6
2	I know what skills I need to be successful in my career.	1	2	3	4	5	6
3	I regularly seek information regarding what a specific career involves.	1	2	3	4	5	6
4	I regularly ask others' opinions regarding my strengths and weaknesses.	1	2	3	4	5	6
5	I actively seek feedback from others to make progress in my career.	1	2	3	4	5	6
6	I have clearly formulated career goals and action plans on how to achieve them.	1	2	3	4	5	6
7	I know what I must do to make a success of my career.	1	2	3	4	5	6
8	I know what I want to accomplish in my career.	1	2	3	4	5	6
9	I can easily establish and maintain interpersonal relations.	1	2	3	4	5	6
10	I find it easy to adapt to different social situations.	1	2	3	4	5	6
11	I have built a network of friendships with people who can advance my career.	1	2	3	4	5	6
12	I can use my networks to find new job opportunities.	1	2	3	4	5	6
13	I know the customs of other cultures.	1	2	3	4	5	6
14	I am confident in my ability to communicate interculturally.	1	2	3	4	5	6
15	I understand the values and beliefs of other cultures.	1	2	3	4	5	6
16	I can easily initiate and maintain relationships with people from different cultures.	1	2	3	4	5	6
17	I enjoy working with people from different cultures.	1	2	3	4	5	6
18	I change my non-verbal behaviour in different cultural circumstances.	1	2	3	4	5	6
19	I am generally satisfied with myself.	1	2	3	4	5	6
20	I am capable and worthy compared to others.	1	2	3	4	5	6
21	I have many good qualities.	1	2	3	4	5	6
22	I take responsibility for my decisions.	1	2	3	4	5	6
23	I am responsible for my own successes and failures in my career.	1	2	3	4	5	6
24	When I achieve something, it is because of my own effort.	1	2	3	4	5	6
25	When I attempt something I am usually successful.	1	2	3	4	5	6

26	I am confident that I can successfully carry out my plans.	1	2	3	4	5	6
27	I generally persist in a difficult task and do not easily give up.	1	2	3	4	5	6
28	It is easy for me to identify the emotions of others.	1	2	3	4	5	6
29	I generally know what emotions I am feeling.	1	2	3	4	5	6
30	When I am in a good mood I am better able to persist with challenges.	1	2	3	4	5	6
31	I can easily understand why I feel a certain way.	1	2	3	4	5	6
32	I know what to do to be in a good mood.	1	2	3	4	5	6
33	I find it easy to cheer someone up who is sad.	1	2	3	4	5	6
34	I know how to control my own emotions.	1	2	3	4	5	6
35	I find it easy to disarm an emotionally explosive situation.	1	2	3	4	5	6
36	I tend to think about how things can be done differently.	1	2	3	4	5	6
37	I enjoy discovering original solutions to tasks.	1	2	3	4	5	6
38	It is essential to regularly seek out new ways of doing things in my career.	1	2	3	4	5	6
39	I am generally willing to take risks.	1	2	3	4	5	6
40	I generally set challenging targets for myself.	1	2	3	4	5	6
41	I enjoy working independently to reach my goals.	1	2	3	4	5	6
42	I am comfortable in uncertain situations.	1	2	3	4	5	6
43	I like to make my own decisions.	1	2	3	4	5	6
44	I continuously look into new business opportunities.	1	2	3	4	5	6
45	I adapt easily to changes in my environment.	1	2	3	4	5	6
46	I anticipate and take advantage of changes in my career environment.	1	2	3	4	5	6
47	I am able to adapt to changing circumstances in my career.	1	2	3	4	5	6
48	I am able to persevere even in the face of difficult career circumstances.	1	2	3	4	5	6
49	I can generally identify a good opportunity before other people can.	1	2	3	4	5	6
50	I spend a lot of time enhancing my knowledge and skills to benefit my career.	1	2	3	4	5	6
51	I continuously seek out improved ways of doing things.	1	2	3	4	5	6
52	I pay a great deal of attention to regularly develop myself.	1	2	3	4	5	6
53	I regularly keep up with the latest developments concerning my type of job or career.	1	2	3	4	5	6
54	I am curious about new things.	1	2	3	4	5	6
55	I feel changes at work or in my studies have positive implications.	1	2	3	4	5	6
56	I am generally willing to consider new ideas.	1	2	3	4	5	6



**Thank you for completing the questionnaire. All information will be kept confidential. Your participation in this process is highly appreciated.**

# APPENDIX H: ANSWER SHEET FOR QUESTIONNAIRE



Student number:

Please use **only** this answer sheet (download it from myUnisa to include in your electronic assignment, scan it in after you have completed it or make a copy if you are submitting an assignment by hand or by normal post). Indicate **only** the answer next to each of the question numbers. Please ensure that you indicate the answers for each of the questionnaires next to the appropriate question/answer number **and** in the correct **column** for that questionnaire. Please do not leave out any answers as it will have a negative impact on the results of the survey.

Biographical details	QNo	Answer/ response							
	B1								
	B2								
	B3								
	B4								
	B5								
	B6								
	B7								
Remuneration questionnaire	QNo	Answer/ response	Q N o	Answer/ response	QNo	Answer/ response	QNo	Answer/ response	
	Part A				Part B (to be blank if not employed)				
	R1		R24		R1		R24		
	R2		R25		R2		R25		
	R3		R26		R3		R26		
	R4		R27		R4		R27		
	R5		R28		R5		R28		
	R6		R29		R6		R29		
	R7		R30		R7		R30		
	R8		R31		R8		R31		
	R9		R32		R9		R32		
	R10		R33		R10		R33		
	R11		R34		R11		R34		
	R12		R35		R12		R35		
	R13		R36		R13		R36		
	R14		R37		R14		R37		
	R15		R38		R15		R38		
	R16		R39		R16		R39		
	R17		R40		R17		R40		
	R18		R41		R18		R41		
	R19		R42		R19		R42		
	R20		R43		R20		R43		
	R21		R44		R21		R44		
	R22		R45		R22		R45		
	R23		R46		R23		R46		
R47		<b>Focus area</b>	<b>Score allocation</b>						
		1							
		2							
		3							
		4							
		5							
		6							
		7							
		8							
		9							
		10							
		11							



Student number:

**EMPLOYABILITY ATTRIBUTES**

<b>Employability attributes</b>	<b>QNo</b>	<b>Answer/ response</b>	<b>QNo</b>	<b>Answer/ response</b>	<b>QNo</b>	<b>Answer/ response</b>	<b>QNo</b>	<b>Answer/ response</b>
	E01		E19		E37		E55	
	E02		E20		E38		E56	
	E03		E21		E39			
	E04		E22		E40			
	E05		E23		E41			
	E06		E24		E42			
	E07		E25		E43			
	E08		E26		E44			
	E09		E27		E45			
	E10		E28		E46			
	E11		E29		E47			
	E12		E30		E48			
	E13		E31		E49			
	E14		E32		E50			
	E15		E33		E51			
	E16		E34		E52			
	E17		E35		E53			
	E18		E36		E54			