

Tutorial Letter 101/3/2018

Human Resource Management for Line Managers

HRM2605

Semesters 1 & 2

Department of Human Resource Management

IMPORTANT INFORMATION

Please register on myUnisa, activate your myLife e-mail address and make sure that you have regular access to the HRM2605-2018-S1 and HRM2605-2018-S2 myUnisa module sites, as well as your e-tutor group site.

Note: This is an online module and therefore it is available on myUnisa. However, in order to support you in your learning process, you will also receive some study material in printed format.

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Please note / important notes:

This tutorial letter should be read in conjunction with the ***Study @ Unisa*** brochure and tutorial letter **HRMALL6/301/4/2018** and the **study guide for this module**.

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



Dear Student

1 GETTING STARTED

Welcome to the module, **Human Resource Management for Line Managers (HRM2605)**. On your journey through this dynamic module, you will soon realise how interesting the field of human resource management (HRM) is. We believe that you will congratulate yourself on having chosen this module because of its relevance in everyday life and in an organisational context. If you take a second to ponder the following, you may begin to grasp the undeniable importance of human resources in most organisations: without the people to do the work, nothing can happen. We are sure that you will find this module stimulating and very valuable in practice.

This tutorial letter (Tutorial Letter HRM2605/101/3/2018) contains module-specific information, including the tutorial matter for the module, the purpose and outcomes of the module, relevant contact details, module-specific resources, student support services, where you will find the study guide and study-plan, how you will be assessed in the module, the assignments and frequently asked questions. As this module is offered online, it is important that you read this tutorial letter thoroughly, keep it in a safe place and then log onto the myUnisa site for this module. Over and above the inventory letter and other items you should also have access via myUnisa to the brochure *Study @ Unisa*, which contains important information. The Department of Despatch should supply you with the following tutorial matter for this module:

- One general tutorial letter from our Department: HRMALL6/301/4/2018
- Tutorial letter HRM2605/101/3/2018 (this tutorial letter)
- Study guide (SG001)

Feedback on the assignments will be provided in **Tutorial Letters 201** (with feedback to assignment 01) **and 202** (with feedback to assignment 02), which will be **available on myUnisa** a few weeks after the due date of each assignment.

PLEASE NOTE: Unisa has introduced a new language policy, which states that the recently developed online modules will be offered in **English only**. This applies to HRM2605. Therefore, all official study material (study guides, tutorial letters, etc.) will be provided in English only. You are also required to submit your assignments in **English**. All other communication (Discussions on myUnisa, e-mail correspondence, self-assessment questions and e-tutor forums) will also be provided in English only.

2 OVERVIEW OF HRM2605

2.1 Purpose

The **purpose** of this module is to equip line managers and/or potential line managers with the skills, knowledge and abilities to manage human resources under their control constructively in order to contribute to organisational goal achievement and the HR effort as a whole.

This module is delivered using myUnisa and the internet, as well as peer group interaction. Your lecturers will interact with students on myUnisa and via e-mail.

2.2 Outcomes

For this module, there are several outcomes that we hope you will be able to accomplish by the end of the course:

- **Specific outcome 1:** Apply basic knowledge of HRM principles to HR activities related to line management duties
- **Specific outcome 2:** Indicate how line managers can contribute to organisational success through the implementation of HR policies and procedures
- **Specific outcome 3:** Illustrate the legislative framework for managing employees in the workplace

3 WHAT DOES IT MEAN THAT THE HRM2605 MODULE IS OFFERED ONLINE?

This module is offered online. In this tutorial letter and on myUnisa we explain how this module works and where you will obtain certain information.

3.1 myUnisa and myLife e-mail



You must get connected to myUnisa. This online module uses the myUnisa online system extensively and you can access it via the internet at <http://my.unisa.ac.za>. When you connect for the first time, you create a password that you should keep in a safe place and you will also get a myLife e-mail address. This is the e-mail address that Unisa will use to communicate with you.

You have to ensure that you have **regular access to myUnisa and that you read your myLife e-mails on a regular basis**. Plan properly to ensure that you submit assignments via myUnisa on time and that you work at a fast enough pace so that you can work through all the required study material. In the *Study @ Unisa* brochure, you will find details on myUnisa. Alternatively, you can go to <http://my.unisa.ac.za> – make sure you have a login and password. Keep this in a safe place for later use.

3.2 Study material

Because this module is online, it means that for HRM2605 you will have to participate online, but we will be providing printed copies of study material to you. You will receive a printed study guide and you will have to purchase the prescribed book. Each study guide will consist of Workbooks. Use this together with your prescribed book that you have to purchase.

3.3 Assessment

You have compulsory assignments to submit on/before the due date. The examination will be a venue-based examination. Find the exam timetables on myUnisa. You will only be admitted to the examination if you have submitted **an assignment** on/before the due date and it reached us on/before this date. Refer to section 10 in this tutorial for more information.

3.4 Feedback on assignments

Guidelines on answering the assignments for the semester that you are registered for will be provided to students on the HRM2605 myUnisa module site as mentioned above.

3.5 Prescribed books, recommended books and e-reserves

Although this is an online module, you will also need to use a prescribed book. This book is not available on the HRM2605 myUnisa module site. You need to purchase a copy of the book as soon as possible. The details appear on the site and in this tutorial letter (section 7). Remember that you can find details of official Unisa booksellers in the *Study @ Unisa* brochure.

4 WHERE SHOULD YOU START AND HOW SHOULD YOU APPROACH HRM2605?

You can find almost all of the information that you will need for this module on the HRM2605 myUnisa module site. This tutorial letter is merely to guide you on where to start and what to do. As mentioned above, it is important for you to connect to myUnisa and to use the site and the internet regularly. This might be the first time that you are enrolled for an online module. However, if you have done online modules before, remember that how we do things in this module might differ slightly from other online modules that you have already completed.

To get you started and to assist you with HRM2605 we have included a step-by-step process below:

- Step 1:** Read this tutorial letter and Tutorial Letter HRMALL6/301/4/2018.
- Step 2:** Purchase a copy of the prescribed book.
- Step 3:** Make sure that you have access to myUnisa and that you know your login detail and password.
- Step 4:** Read the Preface in the study guide.
- Step 5:** Look at the schedule on myUnisa and the number of workbooks that you have to work through.
- Step 6:** Ensure that you understand how the myUnisa module site works, where you can find certain information and how you can contact the lecturer.
- Step 7:** You can now start with Workbook 01 in the study guide.

5 MYUNISA AND MYLIFE E-MAIL

If you have access to a computer that is linked to the internet, you can quickly access resources and information at the University. The myUnisa learning management system is the University's online campus

that will help you communicate with your lecturers, with other students and with the administrative departments at Unisa – all through the computer and the internet.

You can start at the main Unisa website at <http://www.unisa.ac.za> and then click on the myUnisa orange block. This will take you to the myUnisa website. To go to the myUnisa website directly, go to <http://my.unisa.ac.za>. Click on the **Claim UNISA Login** on the right-hand side of the screen on the myUnisa website. You will then be prompted to give your student number in order to claim your initial myUnisa details as well as your myLife e-mail login details.

Check your myLife e-mails regularly because all announcements and other module-related communication will be sent to this address.

Refer to the *Study @ Unisa* brochure for more information on myUnisa. As mentioned above, this is essential for this module. To access myUnisa go to <http://my.unisa.ac.za>.

6 CONTACTING YOUR LECTURER AND UNISA

6.1 Contacting the lecturer

The primary lecturer for this module is **Mrs Melissa du Plessis**. Her contact details are the following:

Department: Department of Human Resource Management
Address: AJH van der Walt Building, Muckleneuk Campus, Office 3-70
Telephone: 012 429 8701
E-mail: hrmacademics@unisa.ac.za

PLEASE NOTE that you should contact your lecturer only for academic enquiries, that is, enquiries about the content of the module. You may not enclose letters to your lecturer with assignments.

LECTURER AVAILABILITY

The lecturer for this module will be available to take phone calls on academic matters and/or to attend to students who may prefer to visit personally for academic engagement. However, the days and times of lecturer's availability will be communicated in the module page on myUnisa. These days and times are subject to change from time to time in order to accommodate the lecturer's work schedule and other commitments. The changes on the days and times will be communicated by the lecturer in advance through the announcement option on myUnisa as and when this happen. Students are advised to check the module page on myUnisa before making phone calls or visiting the lecturer's office for academic enquiries/engagements.

Always write your **student number** and the **module code** at the top of any correspondence to the University. If you contact the lecturer by e-mail, always include the module code and your student number in the subject line.

6.2 Contacting the Department of Human Resource Management

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

Telephone number: 012 429 8701
E-mail: hrmacademics@unisa.ac.za

(Always include your student number and the module code in the subject line of e-mail messages that you send to this e-mail address)

Please do not send the same message to both the **Helpdesk** and via the **Course Contact** option on the module site, since this may cause delays when your lecturers have to respond to duplicate enquiries.

6.3 Contacting the University

To contact the University, you should follow the instructions in the brochure, *Study @ Unisa*, which you should have received with your study material. Remember to have your student number available whenever you contact the University and/or your lecturers. This will help the lecturers to help you.

Administrative queries, such as fees, receipt of assignments and examination dates, should be directed to the relevant administrative departments as indicated below:

Communication with the administrative departments of the University

If you need to contact the University about matters not related to the content of this subject, please consult *Study @ Unisa*. This brochure contains information on how to contact the University (e.g. to whom you can write for different queries, important telephone and fax numbers, addresses and details of the times certain facilities are open).


Please note that all administrative enquiries should be directed to the following e-mail addresses:

Student Admissions and Registrations	Study-info@unisa.ac.za
Student Assessment Administration for Assignments	Assign@unisa.ac.za
Student Assessment Administration for Examinations	Exam@unisa.ac.za
Despatch: Study Material	despatch@unisa.ac.za
Finance	finan@unisa.ac.za
ICT (myUnisa & myLife)	MyUnisaHelp@unisa.ac.za
	MyLifeHelp@unisa.ac.za

Also, refer to Tutorial Letter HRMALL6/301/4/2018 for further contact details.

6.4 Contacting your fellow HRM2605 students

Under **Discussions** on myUnisa, a student lounge has been created that you can use to contact fellow students. We will not monitor this lounge closely – this is your space. To access the **Discussions** tool, you must click on the link (shown below) on the left-hand side of the HRM2605 module site on myUnisa.

 Discussions

7 MODULE-RELATED RESOURCES

7.1 Prescribed book

There is one prescribed book for this module, namely:

Wärnich, S., Carrell, M.R, Norbert, F. & Hatfield, R.D. 2015. *Human resource management in South Africa*. 5th edition. London: Cengage. (ISBN: 9781408074220)

DO NOT use previous editions of this book – make sure that you purchase the fifth edition.

The prescribed book can be obtained from the University's official booksellers. Access myUnisa for a list of the official booksellers that stock this book: Go to the myUnisa webpage (<http://my.unisa.ac.za>), click on **Prescribed Books** on the left and type in the relevant module code. Once you click on **Display**, you will find information on the prescribed book for the particular module, as well as information on the booksellers. Information on the booksellers is also available in *Study @ Unisa*. Alternatively, log on to the HRM2605 module site and click on the **Prescribed Books** link on the left-hand side.

If you have difficulty obtaining the prescribed book from these booksellers, please contact the Unisa Prescribed Book Section as soon as possible for assistance at telephone number 012 429 4152 or send an e-mail to vospresc@unisa.ac.za for assistance.

7.2 Other resources (printed support material)

Because we want you to be successful with this online module, we also provide you with some of the study material in printed format. This will allow you to read the study material even if you are not online.

This printed study material will be sent to you at the beginning of the semester, but you do not have to wait to receive it to start studying – you can go online as soon as you register and all your study material will be available. The material we will send you is merely an **offline** copy of the formal content for the online module. Having an offline copy will also give you the chance to do a lot of the studying for this module WITHOUT having to access the internet. This will save you money and you will be able to take as much time as you need to read and to re-read the material and do the activities.

It is very important that you log onto myUnisa regularly. We recommend that you do this at least once a week or every ten days to check for the following:

- **Check for new announcements.** You can also set up your myLife email to receive the announcement e-mails on your cellphone.
- **Do the discussion forum activities.** When you do the activities for each unit, we want you to share them with the other people in your group. You can read the instructions and even prepare your answers but you need to go online to post your messages.
- **Do other online activities.** For some of the workbook activities you will need to post something on the **Discussion Forums** or complete an activity in **Self-Assessment**. Do not skip these activities because they will help you to complete the assignments and the activities for the module.

We hope that this system will help you to succeed with this online module by giving you extra ways to study the material and practise all of the activities. You **MUST** go online regularly in order to complete the activities and assignments on time and to get the most out of this online course.

Remember, the printed support material is a back up to everything that is found online on myUnisa. It does not contain any extra information. **In other words, you should NOT wait for the printed support material to arrive before you start studying.**

7.3 Library services and resources information

For detailed information, go to <http://www.unisa.ac.za/library>. For research support and services of personal librarians, click on "Research support".

The Library has compiled numerous library guides:

- finding recommended reading in the print collection and e-reserves – <http://libguides.unisa.ac.za/request/undergrad>
- requesting material – <http://libguides.unisa.ac.za/request/request>
- postgraduate information services – <http://libguides.unisa.ac.za/request/postgrad>
- finding, obtaining and using library resources and tools to assist in research – http://libguides.unisa.ac.za/Research_Skills
- contacting the Library/finding us on social media/frequently asked questions – <http://libguides.unisa.ac.za/ask>

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

8.1 Student support systems and services at Unisa

Various student support systems and services are available at Unisa (e.g. student counselling, tutorial classes and language support). Please consult *Study @ Unisa*. Information on the use of myUnisa and e-tutor support is also provided in Tutorial Letter HRMALL6/301/4/2018.

8.2 The myUnisa tools you will use

For this module, we will be making extensive use of a number of tools on myUnisa. You will find these tools on the left-hand side of the module site. Note that these have been arranged alphabetically for easy access with the exception of the Home page at the top. We will now elaborate on each of these tools.

Home:	The home tool refers to the welcome page for the module. You will see this screen after you have logged onto myUnisa and you have chosen the module site for this module.
Additional Resources:	Additional Resources contains a number of subfolders with files that you will have to access to complete certain activities in the workbooks.
Announcements:	We will use Announcements to communicate with you. These will be sent to your myLife e-mail address. You can even forward messages from this Inbox to another e-mail address if you wish. Remember to check your myLife inbox on a regular basis.
Assignment info:	You can use this tool to view the status of your assignments, submit assignments, and to access marked assignments.
Course contact:	You can use this tool to communicate with your lecturer via e-mail.

- Discussions:** The Discussions tool contains various forums where you can communicate with your fellow students. Some of these forums will be linked to activities in the workbooks.
- Note** that the discussion forums are intended for subject-related discussions. They can be compared to class discussions in a face-to-face classroom, where the lecturer or a student may ask a question and students then have the opportunity to reply. The lecturer will comment right at the end, or in between if there is a problem. You should therefore not expect a reply from the lecturer following every post on the discussion forums. The lecturer will access the discussions tool at least once a week and comment as and when necessary. **For urgent inquiries, direct an e-mail to the lecturer via the course contact tool.**
- FAQs:** Read the frequently asked questions (FAQs) before you contact the lecturer with queries. We will from time to time add new FAQs depending on the type of enquiries that we receive. The FAQs are categorised to make it easy for you to find what you are looking for.
- Official Study Material:** You will be able to download the **Tutorial Letters** and **study guide** here.
- During the year, the Directorate: Student Assessment Administration will upload a number of previous examination papers for the module, which you can use in your preparation for the examination. These may not necessarily be available at the time of registration. Previous examination papers can be used for revision purposes. You can discuss your answers with your fellow students in the **Discussion Forums**, contact the e-tutor or send your answers to the lecturer for comments and feedback. Please take note that the examination papers' memorandums are not available to students.
- Prescribed books:** The details of the prescribed book for this module can be found in the **Prescribed Books** tool and you will also find information about official booksellers who stock the book here.
- Schedule:** The **Schedule** link will take you to the online calendar and contains important dates that are applicable to this module. You can add more items if you wish.

8.3 Frequently asked questions (FAQs)

A number of frequently asked questions and answers also appear in Appendix C of Tutorial Letter HRMALL6/301/4/2018. These questions are relevant to all the modules offered by the Department of Human Resource Management. You can also find FAQs on the HRM2605 module site on myUnisa. To access these questions, go the site and click on the **FAQs** tool on the module site (it appears on the left-hand side of the screen).

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

8.4 E-tutors

This module has **e-tutors** on myUnisa to facilitate your learning process and provide online guidance with your studies. You have to access myUnisa and participate in the module-specific discussions and activities. The e-tutor will facilitate your journey in the e-learning environment and will add value to your e-learning experiences. Please use this additional support.

8.5 Predatory providers of classes and examination support

Please be aware of the existence of multiple fraudulent and predatory providers of classes and examination guidance to Unisa students. Please note that Unisa do not have agreements with any of these agencies/schools/colleges to provide tuition or support to our students. Unisa also do not provide these predators with study material, guidelines or your contact information. These providers may not have the necessary expertise to assist you and often charge exorbitant fees. If you receive an invitation from any agency or College, it is best to confirm with your lecturer if the provider is a legitimate Unisa partner.

9 HOW DO YOU KNOW WHEN WHAT IS DUE FOR HRM2605?

Given the limited time you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a schedule or study plan for you. The study plan appears in Appendices C (Semester 1) and D (Semester 2). Assignment due dates are available on the schedule, and are included in this tutorial letter.

You can change the schedule that we have provided to suit your particular needs if you wish, but keep in mind that we have indicated the minimum pace that you need to work at.

You can also refer to the brochure *Study @ Unisa* for guidance in terms of general time management and planning skills. A paper-based planner has also been included at the back of the *Study @ Unisa* brochure that you can use if you prefer.

10 ASSESSMENT

10.1 Assignments (Formative assessment)

10.1.1 Assessment plan for HRM2605

Unlike residential universities, Unisa does not require students to write tests to gain admission to the examination. Assignments are used for this purpose.

Assignments are important in determining whether you have studied the material in the workbooks and prescribed book systematically and can achieve certain objectives. At the same time, you become familiar with the standards applied at the University, broaden your knowledge of the module and gain valuable practice in answering questions.

Two assignments are set for this module. **Both Assignments 01 and 02 are compulsory.** You must submit them to the University for assessment on/before their due dates. The marks that you obtain for them will contribute towards your final mark for this module. You may complete them after you have studied the relevant sections of the prescribed material. **You have to submit at least one assignment on/before the due date to gain admission to the examination.** Assignment 01 consists of multiple-choice questions, while Assignment 02 contains essay questions and questions on case studies.

The assignments are in Appendices A (Semester 1) and B (Semester 2) in this tutorial letter (HRM2605/101/3/2018).

Since you are expected to adopt a scientific approach in your studies and in completing your assignments, study the guidelines on answering assignments and examination questions in Appendix B of Tutorial Letter HRMALL6/301/4/2018. Pay special attention to the key concepts for assignments and examinations, and the guidelines on answering case studies to ensure that you understand how to avoid plagiarism. Ensure that you meet the administrative requirements in this appendix when you submit assignments. Completing assignments gives you an excellent opportunity to ensure that the work you do during the semester contributes towards your final assessment mark. Therefore, we advise and encourage you to do all the assignments (including the self-assessment questions, which should not be submitted to Unisa for marking) and obtain a good mark for them.

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

Your final assessment mark for this module will be a combination of your assignment marks and your examination mark. You have to obtain a final mark of 50% to pass this module.

You will earn a **year mark** by submitting Assignments 01 and 02 on time. Your marks for these assignments will be combined with your examination mark to calculate your **final assessment mark** for this module. Your assignment marks will contribute a maximum of 20% (10% each) to your final assessment mark for the module, while your examination mark will contribute 80%. **Note that the submission of an assignment on/before the due date is required for admission to the examination.** However, the marks obtained for both compulsory assignments will contribute towards your final mark. This means that although you will be admitted to the examination even if you do not submit Assignment 02, you will forfeit 10% of your final mark. You will then have to obtain a minimum of 50% as a final mark (this means the year mark and the examination mark combined) to pass the module.

Please take note of Unisa's subminimum rule that applies to the final assessment mark (year mark combined with examination mark).

SUBMINIMUM RULE

Note the following in the Unisa assessment policy:

Irrespective of the year mark obtained, a subminimum of 40% must be obtained in the examination. If you obtain less than 40% in the examination, your year mark will not be taken into account when calculating your final assessment mark. In such an event, only the mark obtained in the examination will be the final mark.

Therefore, you will fail the module if your examination mark is less than 40%.

If you write a supplementary examination, your year mark will be taken into account. If you write an aegrotat examination (sick exam) the year mark will also be taken into account. Students who write a supplementary/aegrotat examination do not submit assignments during the semester in which they will be writing the supplementary/aegrotat examination. See Tutorial Letter HRMALL6/301/4/2018 for more information on the calculation of your final assessment mark.

Below is an example of how you can calculate your year mark and final mark:

Example: Calculation of year and final mark

Assignment 01 mark = 60%
 Assignment 02 mark = 80%
 Average mark for assignments (60% + 80%) = 70%
 20% of the assignment mark = 14%
Year mark = 14%

Examination mark = 50%
 80% of the examination mark = 40%
Examination mark = 40%

Final mark = year mark + examination mark
 = 14% + 40%
 = 54%

You will need a final mark of **50% to pass the module**, and at least 40% to qualify for a supplementary examination. Refer to Tutorial Letter HRMALL6/301/4/2018 and *Study @ Unisa* for more information in this regard.

10.1.3 Format of assignments

Assignment 01

Assignment 01 comprises 20 multiple-choice questions. Assignment 01, for students who are registered for Semester 1, is included in Appendix A and Assignment 01, for students who are registered for Semester 2, is included in Appendix B in Tutorial Letter HRM2605/101/3/2018. Ensure that you use the correct unique number for an assignment. For each question of Assignment 01, you must select the most appropriate option from options 1 to 4. Choose the option that you think is the correct (most appropriate) one. If you, for example, think that option 4 of question 1 is correct, you must select option 4 next to question 1. If you need more help on how to answer multiple-choice questions, consult *Study @ Unisa* and Tutorial Letter HRMALL6/301/4/2018.

Assignment 02

Assignment 02 is a written assignment. Assignment 02, for students who are registered for Semester 1, is included in Appendix A and Assignment 02, for students who are registered for Semester 2, is included in Appendix B in Tutorial Letter HRM2605/101/3/2018. The assessment criteria for the assignment are also in these appendices. There are different unique numbers for each assignment; ensure that you use the correct unique number when you submit an assignment. The assignments must be submitted in pdf format on myUnisa.

Guidelines on answering essay/case study assignment questions are provided in Tutorial Letter HRMALL6/301/4/2018.

10.1.4 Unique numbers, due dates and material to study for the assignments

Different unique numbers are provided for each assignment for each semester – use the correct one when submitting your assignments. The assignments have specific due dates as indicated below. A few weeks after the due date of each assignment, guidelines on answering the assignment will be made

available in Tutorial Letter 201 (Assignment 01) and Tutorial Letter 202 (Assignment 02). These tutorial letters will only be available under **Official Study Material** on myUnisa and in an additional folder that you will find under **Additional Resources** on the HRM2605 myUnisa site. Study these guidelines, together with the other study material, in preparation for the examination of this module.

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

	Semester 1	Unique number	Semester 2	Unique number
Assignment 01	28 February 2018	706779	16 August 2018	751673
Assignment 02	29 March 2018	682429	7 September 2018	882100

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

10.1.5 How and when should you submit your assignments?

Submit all your assignments online via myUnisa.

To submit an assignment on myUnisa:

- Go to myUnisa (<http://my.unisa.ac.za>) and log in with your student number and password.
- Select the relevant module for the assignment you want to submit.
- Click on **Assessment info** in the menu on the left-hand side of the screen.
- Click on the number of the assignment that you wish to submit and follow the instructions.
- Once you have uploaded an assignment, do not resubmit it. When the due date for a specific assignment has lapsed, the option to upload it will no longer be available.
- You can check on myUnisa if we have received your assignments.
- After you have submitted an assignment, print or save the proof of submission page.
- Always keep a copy of your assignments.

Remember that you can submit your assignments until 00:00 (12 o'clock midnight) on the assignment's due date. However, we **advise you NOT to wait until the due date before you submit your assignments** on myUnisa, as the system might be very busy or down for routine maintenance.

10.1.6 Whom should you contact about the receipt of an assignment or marks obtained?

Enquiries about the receipt of assignments or assignment marks should be directed to the Directorate of Student Assessment and Administration (consult *Study @ Unisa* for details). Assignment information can also be obtained by accessing myUnisa.

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

10.1.7 How do I obtain extension for an assignment?

Since the assignments are marked electronically and the guidelines on answering the assignments are made available on myUnisa, we cannot grant extensions for the submission of assignments.

10.2 Examination (Summative assessment)

The examination is your opportunity to demonstrate that you have achieved the learning outcomes of this module.

10.2.1 Requirements for admission to the examination

Admission to the examination is automatic, provided that you have submitted at least one assignment on or before its due date. Students who do not submit an assignment will **NOT** be granted admission to the examination. **No extension** for the submission of the assignment will be granted (see section 10.1.7 above).

10.2.2 Format of the examination paper

The format of the examination paper will be as follows:

Two sections	SECTION A (total = 30 marks)	30 multiple-choice questions (1 mark each)
	SECTION B (total = 40 marks)	Essay/paragraph questions (three questions with subsections, of which you will have to choose any two for 20 marks each)
Total marks for the paper		70 marks
Duration of the examination		2 hours

Section A consists of multiple-choice questions that will be similar in format to those in Assignment 01. Section B consists of three essay/paragraph questions and you must complete only **TWO** of these questions in the space provided on the examination paper. These questions may be subdivided into paragraph questions.

The examination paper is a fill-in paper, which means you receive an examination paper and a mark-reading sheet at the start of the examination. You have to complete the written essay questions of Section B in the space provided on the examination paper. The questions in Section B do not include lengthy case-study questions and the format is similar to some of the questions of Assignment 02 (except for the case-study questions). Slides on the prescribed book (5th edition) are available on the book's website; see the preface in the book for more details. You can use these slides as a point of departure to compile your own notes for the examination. Please remember that the information on the slides is not sufficient for the examination – you should use it as a framework for your own notes.

The Examination Section uploads previous examination papers on myUnisa. Please note that these examination papers are provided to give you an idea of the format of the examination and you should not regard them as an indication of the actual questions of the examination that you will write. The format of examination papers may vary from year to year. However, please see the specific examination guidelines that are provided in this tutorial letter. No further previous examination papers will be provided, nor can we provide you with memoranda for the examination papers, on myUnisa.

Please do not contact your lecturers for copies of previous examination papers or about the availability of examination papers on myUnisa as this is a function of the Examination Section.

10.2.3 Guidelines on preparing for the examination



Study chapters 4 to 13 in the prescribed book, together with Workbooks 02 to 11 in the study guide, for the examination.

The study icon in the workbooks indicates the sections in the prescribed book that you should study for the examination. Remember this implies that you should study a section and all its subsections, unless stated otherwise. Make detailed notes or summaries of these sections (as we suggest in the workbooks) and study this for the examination. To help you with your summaries for the examination, you can access the website of the prescribed book and obtain the slides (refer to the preface of the prescribed book for more details and information about the website).

Composition of the examination paper:

- All the chapters mentioned in this tutorial letter are covered more or less equally in the examination.
- The format of the multiple-choice questions (Section A) has a similar format to those of Assignment 01.
- The format of the essay/paragraph questions (Section B) has a similar format to the questions of Assignment 02 and the review questions in the prescribed book.

Please use the workbooks as a starting point to prepare for the examination. We indicate in the workbooks which parts of the prescribed book you must study. Where you are required to only read a section, you do not need to study that particular section, since it merely serves as background information.

The workbooks provide some important pointers on which material you should read and which you should study. Obviously, the material that you have to study is important for assessment purposes. The examination questions are derived from the learning outcomes.

For the assignments, you have the opportunity to work through the relevant tutorial matter and formulate answers by using either the workbooks or the prescribed book (or both). This tutorial letter, and subsequent tutorial letters, also contains guidelines on how to answer the assignment questions and what you should have included in your answers. A wise student will make an effort to master this aspect of the work so that he/she can answer any examination question from these sources. The examination questions are aligned to the learning outcomes of this module and you have to ensure that you master these.

The self-assessment questions in the workbooks will help you to achieve the learning outcomes. They will also give you the opportunity to apply your newly acquired knowledge and develop your insight into and understanding of the learning material. Our advice is that you work through these questions and assess yourself against the theoretical requirements spelt out in the prescribed book and/or workbooks. You can also look at the review questions in the prescribed book for additional questions to answer when preparing for the examination.

In your preparation for the examination, you should take into consideration the following guidelines:

- Compile a roster for revising the work and arrange your study leave timeously.
- Reformulate the learning outcomes as questions.
- Revise all the assignments and the guidelines for the assignments in the tutorial letters.

- Revise all the self-assessment questions at the end of each workbook in the study guide.
- Make notes of important concepts, principles and processes, and test your understanding and knowledge of them.
- Allow time for more than one revision.
- Learn actively. Do not merely read the study material; practice what you will have to do in the examination. If you, for example, expect specific essay questions, practice the answers to these essay questions. Do one complete question to check how much you can write in, for example 40 minutes, so that you will know exactly how to plan your time in the examination.
- Plan and practice the framework of possible questions. Spend five minutes quickly sketching a mind map of how you would answer a 40-minute question.

Please refer to *Study @ Unisa* and Tutorial Letter HRMALL6/301/4/2018 for general examination guidelines and guidelines on how to prepare for the examination.

11 SOUTH AFRICAN BOARD OF PEOPLE PRACTICES (SABPP)

The South African Board for People Practices (SABPP) publishes an electronic newsletter, *HR Voice*, on a regular basis. We have created a folder, **SABPP**, on the HRM2605 module site, where you can read the latest edition of this publication and when new editions become available, they will be added to this folder. We will also upload factsheets that we receive from the SABPP to this folder.

The SABPP has accredited Unisa's human resource management qualifications and you can read more about the SABPP in Tutorial Letter HRMALL6/301/4/2018. Visit their website at www.sabpp.co.za to learn more about possible registration with the SABPP.

12 CONCLUSION

You have received a lot of communication from the University, but we would like to encourage you to take the time to read the information thoroughly, since this will help you on your road to success.

We trust that you are enthusiastic about this module and committed to your studies. You are welcome to contact us if you have any problems with this module during the semester. I wish you a very successful semester.

Mrs M du Plessis
Department of Human Resource Management
Unisa



Appendix A

Assignments for Semester 1

(2018)

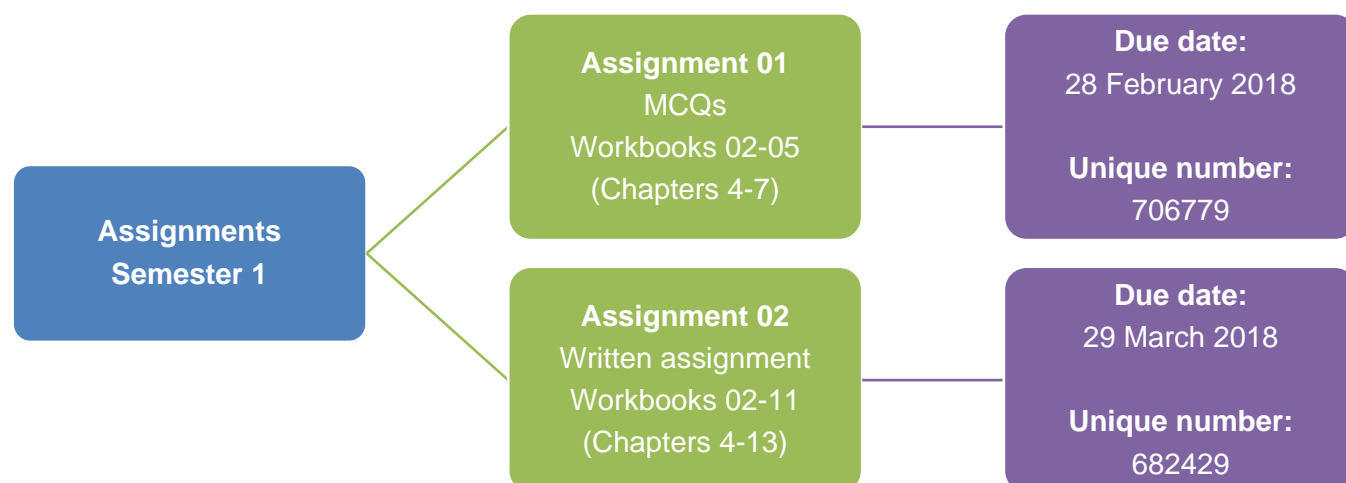
Assignments for Semester 1

As indicated in section 10.1 in this Tutorial Letter you have to submit an assignment on/before the due date to be admitted to the examination. Assignment 01 consists of 20 multiple-choice questions (MCQs). You should also submit Assignment 02 (a written assignment) on/before the due date as indicated in section 10.1 in this Tutorial Letter.

Refer to Tutorial Letter HRMALL6/301/4/2018 for more information on multiple-choice questions, written questions and how to approach case studies.

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

Two compulsory assignments are set:



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

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

To submit assignments via myUnisa:

- Go to myUnisa (<http://my.unisa.ac.za>) and log in with your student number and password.
- Select the module for which you want to submit the assignment.
- Click on **Assessment info** in the menu on the left-hand side of the screen.
- Click on the number of the assignment that you wish to submit and follow the instructions.
- Once you have submitted an assignment, do not resubmit (there is such an option available) it. When the due date has lapsed, this option will no longer be available.
- You can check on myUnisa if we have received your assignments.
- After you have submitted an assignment, print or save the proof of submission page.
- Always keep a copy of your assignments.

Assignment 01

(Semester 1)

Workbooks 02, 03, 04 and 05
Chapters 4, 5, 6 and 7

Due date:
28 February 2018

Unique number:
706779

Remember you have to submit any assignments on/before the due date to be admitted to the examination. You only submit this assignment if you are registered for the first semester in 2018. Submit the assignment via myUnisa.

In this assignment, you have to select the most appropriate option from the “answer section” of each question (options 1 to 4). Choose the option that you think is the correct (most appropriate) one. In other words, if you think that option 4 of question 1 is correct, you have to select/mark option 4 next to the appropriate question number (in this case, it is question 1) on the mark-reading sheet.

Question 1

When an organisation wants to recruit a suitable candidate for a vacancy in the organisation, it has several labour market sources from which to recruit. The people most available for recruitment are the unemployed, who can be contacted through direct application, employment agencies or advertisements. Other resources often need to be considered when recruiting top candidates. Which of the following are considered labour market sources/methods from which positions can be filled?

- a Pirating
- b Headhunting
- c Underemployed individuals
- d Part-time employees
- e Self-employed people

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

Question 2

Which of the following are external recruitment methods?

- a Direct applications
- b Job posting
- c Employee referrals
- d Advertising
- e Bulletin boards

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

Question 3

Strategic human resource planning (SHRP) is the main responsibility of HR managers at all levels within the organisation. They cannot, however, function in isolation and must liaise with line management. Which activity from the list below is the responsibility of line managers?

- 1 Participates in the strategic planning process for the entire organisation.
- 2 Compiles and analyses data from managers on staffing needs.
- 3 Integrate the HR plan with departmental plans.
- 4 Implements the HR plan as approved by top management.

Question 4

Mary is an accountant in the finance department. After three years and an extra qualification, Mary is promoted to head of the debt collection section. Should Mary receive orientation for her new position? Why or why not?

- 1 No. Mary has been working for the organisation for five years and knows how the organisation works.
- 2 Yes. Mary needs training for the new position.
- 3 No. She is not a new employee – only new employees receive orientation.
- 4 Yes. When an employee has been promoted or transferred within an organisation, he/she should receive orientation because the new position typically involves a change in environment and duties.

Question 5

Which statement best describes a job specification and a job description?

- 1 Job specification focuses on abilities for jobholders, whereas job description focuses on what jobholders do.
- 2 Job description focuses on qualifications for job holders, whereas job specification focuses on what jobholders do.
- 3 Job specification occurs before job analysis, whereas job description occurs after job analysis.
- 4 Job specification occurs after job analysis, whereas job description occurs before job analysis.

Question 6

Jason is the HR manager of a medium-sized information technology (IT) company. The organisation wants to recruit an experienced software developer internally. What is the most popular method of internal recruitment?

- 1 Direct applications
- 2 Employee referrals
- 3 Job posting
- 4 Advertising

Question 7

Armani is the HR manager at a large company in South Africa. She has to implement a process of SHRP and wants to use a new and sophisticated technique for this process only because her two friends, also working in HR in different companies in different sectors, are using SHRP. This technique however does not necessarily meet the specific needs of the production company. Which pitfall has Armani fallen into?

- 1 The identity crises
- 2 Lack of top management support
- 3 Size of the effort
- 4 The technique trap

Question 8

James, the recruitment consultant at ABC Bank, had to contact Magarette's previous employer to obtain information about her performance, ability to meet deadlines and trustworthiness. ABC Bank wants to appoint Magarette as a bank clerk, but they first want to obtain this information before they make a final decision. Where in the selection process is ABC Bank?

- 1 Interviews
- 2 Reference checks
- 3 Completing the application blank
- 4 Medical testing

Question 9

Jamie has been tasked to look at the newly appointed typist's workstation. His supervisor indicated that the following needs to be taken into consideration: the employee's posture, back, hand and the environment. Which function has Robert been tasked to investigate?

- 1 Robotics
- 2 Total quality management (TQM)
- 3 Ergonomics
- 4 The work environment

Question 10

Various steps can be taken when implementing the onboarding process and orientation programme. One of the steps involves compiling a welcome pack. Which of the following is **not** an item which can be included in the welcome pack?

- 1 Disciplinary code and procedures
- 2 A letter of welcome from the managing director of the organisation
- 3 Organisational structures
- 4 Telephone numbers and location of key employees and operations

Question 11

Sammy is the HR manager of a trading company in Mpumalanga. She wants to evaluate and appraise the current policies, programmes and activities in the organisation in order to identify and eliminate HR problems in these areas. What type of research is Sammy conducting?

- 1 A historic study
- 2 Applied research
- 3 Basic research
- 4 HR research

Question 12

Simon is the owner of a manufacturing company in Gauteng. He believes that his organisation needs “new blood” and wants the HR department to start an external recruitment drive to appoint a number of new employees. You are the HR manager and want to draw his attention to the advantages of internal recruitment. Which of the following is not an advantage of internal recruitment?

- 1 It increases the morale of current employees.
- 2 It uses knowledge of the person and employee records.
- 3 It makes the chain of effect of promotion possible.
- 4 It provides a bigger pool of applicants.

Question 13

Kabelo is the HR manager of ABC bank. He and his team of HR officers and line managers are systematically investigating the tasks, duties and responsibilities associated with all the jobs within the company. They are looking at the level of decision-making by employees, the skills employees need to do a job adequately, the autonomy of each job, and the mental effort required to perform each job. In which process are Kabelo and his team involved?

- 1 Job analysis
- 2 Job design
- 3 Job enrichment
- 4 Task analysis

Question 14

Orientation is the process of integrating the new employee into the organisation and his/her job. Although orientation has several benefits to an organisation, there is often a lack of effective orientation in organisations. Which of the following is **not** a reason for the lack of orientation in organisations?

- 1 Orientation programmes do not promote the image of the organisation sufficiently.
- 2 Supervisors responsible for the task lack the time or ability to fulfil this duty.
- 3 Orientation programmes are not followed up and evaluated adequately.
- 4 Organisations view recruitment, selection, training and development as substitutes for orientation.

Question 15

The SHRP process can be devised into various phases, namely environmental analysis, internal analysis, formulating a strategy and implementing the strategy. Which option below describes the internal analysis phase the best?

- 1 The following are taken into consideration in this phase: economic factors, changes in technology, customers and competitors, and developments in the labour market.
- 2 In this phase, one needs to determine the capabilities of the employees, the composition of the workforce and the corporate culture.
- 3 The corporate, business and functional strategy should be kept in mind when the HR strategy is formulated.
- 4 In this phase, the situation is analysed by monitoring and assessing the company mission and core business, its strategic plans and parameters, the culture and HR-related challenges.

Question 16

Tracy Johnson has applied for a secretarial position at the head office of Fashion Fundi, an internationally recognised company with retail stores all over the world. After successfully passing the preliminary interview, she is asked to complete an assessment centre process where one activity requires her to decide how to organise numerous letters and memorandums by priority, ask more information, delegate or make a decision about them. What is this process known as?

- 1 Role-play
- 2 Leaderless group discussion
- 3 Delivering speeches
- 4 In-basket technique

Question 17

Jessica is a newly appointed clerk at a law firm in Cape Town. In order to develop her skills and abilities as an attorney her supervisor developed a programme to allow her to obtain exposure from all the departments within the firm, namely labour law, family law and criminal law, just to name a few. Jessica is very excited because not only will she learn new skills, but she will also not have to do the same routine job day after day. Which job design approach is applicable in this scenario?

- 1 Job enlargement
- 2 Job enrichment
- 3 Job rotation
- 4 Job specialisation

Question 18

Vusi is the HR manager of PCS Consulting. There has been five new consultants appointed this week and Vusi is busy with the process of introducing these new employees to the goals of the organisation, its policies and procedures, its values and the co-workers, as well as the activities of the tasks to be performed, the environment in which these are performed and the equipment to be used. Which process is Vusi busy with?

- 1 Recruitment
- 2 Selection
- 3 Onboarding
- 4 Orientation

Question 19

Employers are responding to the skilled labour shortage by employing a number of non-traditional recruitment strategies. Which non-traditional strategy could an employer use when striving to increase the diversity of its workforce but struggling to find qualified, culturally diverse candidates because they often do not respond to traditional recruitment methods?

- 1 Career exhibitions
- 2 Diversity data banks
- 3 Learnerships and mentoring programmes
- 4 Disadvantaged training programmes

Question 20

According to Maslow's hierarchy of needs, on which level of needs is an employee if he/she seeks a fulfilling, useful life in the organisation and in society; as well as challenging and creative jobs?

- 1 Security needs
- 2 Self-actualisation needs
- 3 Social needs
- 4 Self-esteem needs

Total for Assignment 01 = 20 marks
(20 x 5 = 100%)

The answers to the questions of this assignment will be given in Tutorial Letter HRM2605/201/1/2018, which will be made available online after the due date of Assignment 01.

Assignment 02

(Semester 1)

Workbooks 02, 03, 04, 06, 07, 08, 10 and 11
Chapters 4, 5, 6, 8, 9, 10, 12 and 13

Due date:
29 March 2018

Unique number:
682429

Remember you have to submit an assignment on/before the due date to be admitted to the examination. You only submit this assignment if you are registered for the first semester in 2018. Submit the assignment via myUnisa in pdf format. Remember to consult Tutorial Letter HRMALL6/301/4/2018 for guidelines on written assignments and the lecturer's expectations.

LEARNING OUTCOMES

After completing this assignment, you should be able to;

- apply basic knowledge of HRM principles to human resource activities related to line management duties
- indicate how line managers can contribute to organisational success through the implementation of HR policies and procedures
- illustrate the legislative framework for managing employees in the workplace

Question 1

Read the scenario below and then answer the questions that follow.

Berkley Investments is a reputed finance company with 15 branches across the nine provinces in South Africa. The head office, which is based in Gauteng, employs more than 200 employees. Currently, the atmosphere in the company is tense because it is that time of the year where employee performance appraisals are conducted. According to the performance management policy, performance appraisals should be conducted bi-annually and the immediate managers rate their employees on a graphic rating scale with 1 representing “very unsatisfactory” and 5 representing “excellent”. After the performance appraisal interview, the individual ratings are discussed with the employees. To the employees, performance appraisals are important because not only does it determine compensation decisions, but it also provides direction for future performance and training and development.

Recently, the employees in the administration division expressed their dissatisfaction with their ratings. They have informed the HR manager that they felt that their line manager was too strict and did not consider all the necessary information. When they approached him, he was not open for further discussion. The employees are upset and would therefore like to lodge a grievance against their line manager.

Question 1.1

Discuss the role of the line manager in performance management. (3)

Question 1.2

Identify and briefly discuss the rater error that the line manager is guilty of in the scenario. (2)

Question 1.3

What could the line manager have done to ensure that the performance appraisal interview is productive and helpful to the employees? (5)

Question 1.4

Explain why it is important to identify training and development needs in a performance appraisal interview. (2)

Question 1.5

Briefly discuss the process that the employees should follow to lodge a grievance against their line manager. (5)

Question 1.6

Outline at least three (3) reasons why an organisation needs a compensation system. (3)

Total marks for question 1 = 20

Question 2

To accommodate employees living with HIV/AIDS managers should develop workplace policies and programmes to manage HIV/AIDS in the workplace. Explain how line managers could accommodate employees living with HIV/AIDS by discussing the objectives of the Code of Good Practice on Key Aspects on HIV/AIDS and Employment, which are of relevance to employers. (5)

Question 3

Read the following scenarios and indicate if the employee in each scenario should receive orientation or not. Give a reason for your answer.

- 3.1 Mary is an accountant in the finance department. After three years and an extra qualification, Mary is promoted to head of the debt collection section. (2)
- 3.2 Thomas is a debtor's clerk at an accounting firm based in Johannesburg. After his wife gets a new job in Cape Town, his request for a transfer to the company's Cape Town branch is approved. (2)
- 3.3 Jackson accepted an offer of employment at a motor manufacturing company in Port Elizabeth. He will be joining the company as a junior quality controller on 1 January. (2)

Total marks for question 3 = 6

Question 4

Oniccah is the HR manager of a large manufacturing company in South Africa. About a year and a half ago, the company employed Alex as a marketing manager. Management is however not satisfied with Alex's performance, as he never really received any formal training and he is still unfamiliar with the company's product line and computer system. Oniccah has approached you for advice about how to handle the situation.

- 4.1 Explain to Oniccah what needs to happen in order to improve Alex's performance by describing which HR process should be implemented for Alex. (2)
- 4.2 Describe to Oniccah which HR processes (or functions) need to be reviewed to ensure that this situation does not happen again. (10)

Question 5

You were recently appointed as an HR officer at Prime Media. Even though Evelyn has welcomed you warmly, you still have to convince Evelyn that a proper internal staffing programme is needed. Evelyn has however made it clear that she is not interested in developing any “programme”. The only thing she is interested in is solving the current problems at the company.

Prepare a presentation in which you explain at least four (4) reasons for a proper internal staffing programme to Evelyn. Be sure to emphasise the positive contribution such a programme could make in solving her problems by outlining at least six (6) advantages of internal staffing. (7)

Total for Assignment 02 = 50 marks
(50 x 2 = 100%)

Guidelines on how to approach this assignment

We advise that you work through the following steps in order to answer the assignment questions:

- Study workbooks 02 to 11, as well as the corresponding chapters in the prescribed book.
- Begin each question by carefully studying the relevant information/case study/scenario.
- Ensure that you understand the essential HRM concepts and theoretical aspects.
- Ensure that you are able to differentiate between the roles of the line manager and the roles of HR in the management of human resources in the organisation.
- Ensure that you understand the importance of the following HRM functions: training and development, compensation management, performance management, and internal staffing.
- Ensure that you are able to discuss the role of the line manager in making recommendations for accommodating employees living with HIV/AIDS in the workplace.
- Ensure that you are able to apply the model of positive discipline to the workplace.
- Lastly, ensure that you understand who benefits from onboarding and orientation.

Assessment criteria

The following criteria will be used to evaluate your answers to Assignment 02:

Question 1
Question 1.1 Discuss three (3) roles of the line manager in the performance management function (3 marks).
Question 1.2 Identify (1 mark) and briefly discuss (1 mark) the rater error that the line manager is guilty of in the scenario.
Question 1.3 Discuss the steps that the line manager could have followed to ensure that the performance appraisal interview is productive and helpful to the employees (5 marks).
Question 1.4

Explain why it is important for line managers to identify training and development needs during the performance appraisal process (2 marks).

Question 1.5

Outline and briefly discuss the procedure for handling grievances in the organisation (5 marks).

Question 1.6

Outline (name) three (3) reasons why an organisation needs a compensation system (3 marks).

Question 2

Explain how line managers could accommodate employees living with HIV/AIDS by referring to the objectives of the Code of Good Practice on Aspects of HIV and AIDS and Employment (5 marks).

Question 3

Indicate if the employees in the scenario should receive orientation or not (one mark each). Give a reason for your answer (1 mark for each scenario).

Question 4

First, explain which HR process/function needs to be implemented in the organisation to improve Alex's performance (2 marks). Secondly, identify and briefly discuss five (5) HR functions that need to be reviewed to ensure that situations involving poor performance does not happen again (5 functions x 2 marks each = 10 marks).

Question 5

First, explain at least four (4) reasons why an organisation needs a proper internal staffing programme (4 marks). Secondly, outline at least six (6) advantages of internal staffing (6 advantages x ½ mark each = 3 marks).

Common mistakes and tendencies in answering questions of this nature

In a similar assignment question asked previously, the following common mistakes and tendencies were noticed:

- Some students copied information directly from the workbooks and/or the prescribed book without acknowledging the source.
- Others could not or did not link the theory to the information provided.
- Some students could not apply the information from the sources, such as the workbook and the prescribed book, to the practical situation provided.
- Some students could not explain how they would translate the theory into the practical tasks of dealing with the HR aspects in the assignments and therefore lost valuable marks.

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

The answers to the questions of this assignment will be given in Tutorial Letter HRM2605/202/1/2018, which will be available on myUnisa after the due date of Assignment 02.



Appendix B

Assignments for Semester 2

(2018)

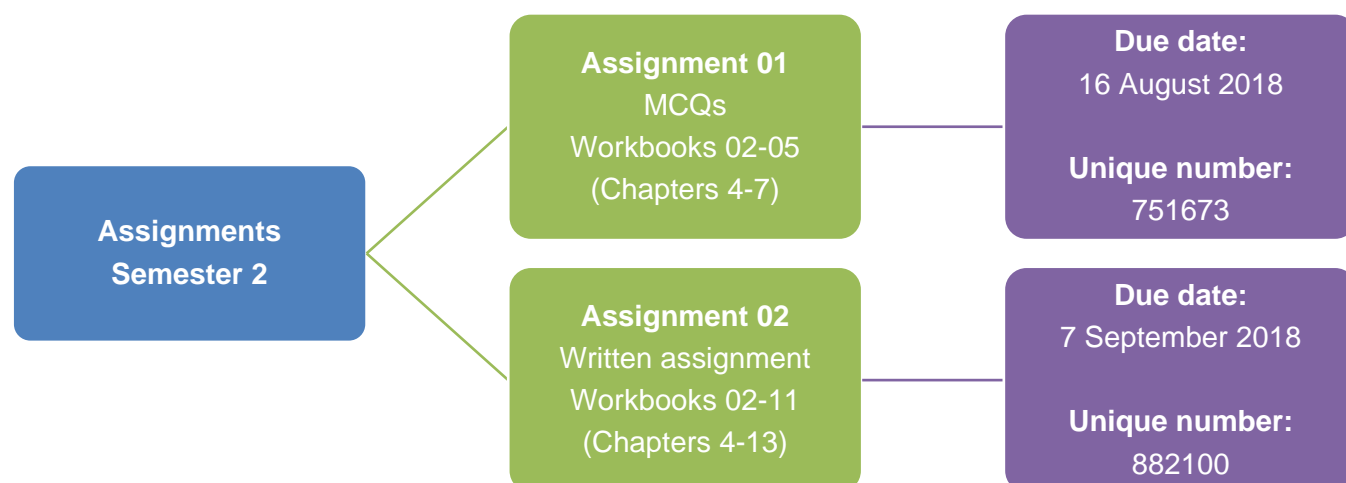
Assignments for Semester 2

As indicated in section 10.1 in this Tutorial Letter you have to submit an assignment on/before the due date to be admitted to the examination. Assignment 01 consists of 20 multiple-choice questions (MCQs). You should also submit Assignment 02 (a written assignment) on/before the due date as indicated in section 10.1 in this Tutorial Letter.

Refer to Tutorial Letter HRMALL6/301/4/2018 for more information on multiple-choice questions, written questions and how to approach case studies.

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

Two compulsory assignments are set:



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

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

To submit assignments via myUnisa:

- Go to myUnisa (<http://my.unisa.ac.za>) and log in with your student number and password.
- Select the module for which you want to submit the assignment.
- Click on **Assessment info** in the menu on the left-hand side of the screen.
- Click on the number of the assignment that you wish to submit and follow the instructions.
- Once you have submitted an assignment, do not resubmit (there is such an option available) it. When the due date has lapsed, this option will no longer be available.
- You can check on myUnisa if we have received your assignments.
- After you have submitted an assignment, print or save the proof of submission page.
- Always keep a copy of your assignments.

Assignment 01

(Semester 2)

Workbooks 02, 03, 04 and 05
Chapters 4, 5, 6 and 7

Due date:
16 August 2018

Unique number:
751673

Remember you have to submit any assignment on/before the due date to be admitted to the examination. You only submit this assignment if you are registered for the second semester in 2018. Submit the assignment via myUnisa.

In this assignment you have to select the most appropriate option from the “answer section” of each question (options 1 to 4). Choose the option that you think is the correct (most appropriate) one. In other words, if you think that option 4 of question 1 is correct, you have to select/mark option 4 next to the appropriate question number (in this case, it is question 1) on the mark-reading sheet.

Question 1

You are the newly appointed HR manager at a large manufacturing company. Top management have a traditional management style and think orientation is a waste of time and money. You are aware of the benefits of an effective orientation programme and you have scheduled a meeting with top management to explain this to them and to plead with them to implement an orientation programme. Which of the following would you present to them as the advantages of an effective orientation programme?

- a higher job satisfaction.
- b lower labour turnover.
- c joint decision making.
- d improved work-life balance.
- e reduction in absenteeism.
- f higher performance.

- 1 a, b, c and d
- 2 b, c, d and e
- 3 c, d, e and f
- 4 a, b, e and f

Question 2

Overspecialisation is when jobs are so narrowly designed that it creates problems in the workplace. Which of the following are ways in which overspecialisation hampers what people do?

- a repetition
- b mechanical pacing
- c too challenging
- d too much social interaction
- e no end product

- 1 a, b and c
- 2 c, d and e

- 3 b, c and d
- 4 a, b and e

Question 3

Claire is the HR manager of a large trading company in South Africa. She believes that the organisation needs “new blood” and wants the HR department to start an external recruitment drive to appoint a number of new employees. You are a recruitment professional and wants to draw her attention to the advantages of internal recruitment. Which of the following is **not** an advantage of internal recruitment?

- 1 Increases the morale of current employees
- 2 Knowledge of the person and employee records
- 3 Chain of effect of promotion is possible
- 4 Applicant pool is bigger

Question 4

Lindiwe is an HR intern at a large organisation. She is unsure of the uses of job analysis and has asked you, the HR manager, what you do with the information gained after the job analysis process. From the list below, choose the aspects for which job analysis is used.

- a Writing job descriptions and specifications
- b Job evaluations for wage and salary purposes
- c Determining training and development needs
- d Creating work groups and teams
- e Creating tests for employee selection

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

Question 5

Tommy is a debtor’s clerk at an accounting firm based in Johannesburg. His wife gets a new job in Durban and he requests to be transferred to the company’s Durban branch. Which of the following statements regarding orientation is/are applicable to Tommy’s situation?

- a Tommy needs no orientation when he commences duty in Durban.
- b Tommy needs orientation that covers operational-specific aspects at the Durban branch.
- c Tommy has to attend the formal orientation programme of the company that all new staff members attend.
- d Tommy needs a mentor/buddy to look after him at the Durban branch.

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

Question 6

Which phase in the SHRP process involves gathering information about trends and anticipated developments in the external and internal environment, and their relevance for HR strategy?

- 1 Human resource planning
- 2 Environmental scanning
- 3 Internal analysis
- 4 Forecasting supply

Question 7

You are the manager of the HR contract section and you have advertised a vacancy for a supervisor in the contract section dealing with permanent contracts. The person who was employed in this position recently retired, which left the company with a problem as no proper succession planning was in place. This person will be responsible for checking the selection panel reports that the HR practitioners compile. The person also needs to ensure that the recruitment and selection practices in the section are in line with the company policy and legislative requirements. From the list below, choose the most suitable question that you, as the manager of the contract section, can ask the candidates during the interview.

- 1 When do you plan to start with a family?
- 2 How do you plan to keep abreast with the latest trends in the HR field and then implement this in your section?
- 3 How would you ensure that the HR department realises its strategic objectives?
- 4 How old are you?

Question 8

The sociotechnical approach is another approach at management's disposal to increase an employee's motivation; and there are various teams that management can choose from. Refer to the table below and choose the correct definition in column B to match the sociotechnical approach in column A. Then choose the option (1-4) below that reflects the correct match between all the options in column A and the options in column B.

Column A: Sociotechnical approach	Column B: Definition
(a) Self-managed work team	(a) Teams who consist of volunteers from a unit or department who meet for one or two hours per week to discuss quality improvement or improvement in the work environment.
(b) Virtual team	(b) Teams who consists of employees who span functional or organisational boundaries; and whose purpose is to examine complex issues such as introducing new technology.
(c) Problem-solving team	(c) Also known as self-directed teams, these teams are responsible for their own work and often train each other.
(d) Special-purpose team	(d) Teams who are not in the same geographical area, but work together on projects or jobs using technology to accomplish their goals.

1

Column A	Column B
(a) =	d
(b) =	a
(c) =	b
(d) =	c

2

Column A	Column B
(a) =	b
(b) =	d
(c) =	a
(d) =	c

3

Column A	Column B
(a) =	c
(b) =	d
(c) =	a
(d) =	b

4

Column A	Column B
(a) =	d
(b) =	c
(c) =	b
(d) =	a

Question 9

Which of the following is **not** an example of research responsibilities commonly performed by the HR staff of a large company?

- 1 Evaluating training and development programmes
- 2 Evaluating purchasing efficiency
- 3 Conducting periodic wage and salary surveys
- 4 Validating new selection and other testing techniques

Question 10

When strategic and HR planning are fully integrated, there are a number of benefits to the organisation. Which of the following is **not** such a benefit?

- 1 The organisation gains a better understanding of the HR implications of company strategies.
- 2 The organisation recruits experienced talent well in advance of needs.
- 3 There is improved planning of assignments and other employee developmental actions such as lateral moves to permit longer range broadening of managerial perspectives.
- 4 The organisation gets more productive and pays salaries that are more competitive.

Question 11

Which of the following are regarded as the most important Acts that employers have to keep in mind when recruiting for new employees?

- a Labour Relations Act 66 of 1995
- b Basic Conditions of Employment Act 75 of 1997
- c Employment Equity Act 55 of 1998
- d Occupational Health and Safety Act 85 of 1993
- e Compensation for Occupational Health and Safety Act 130 of 1993

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

Question 12

Which statement regarding demand forecasts is **not** correct?

- 1 This analysis entails the determination of the total manpower requirements of the company.
- 2 At this stage the types, numbers, skills and location of employees during the planning period must be determined.
- 3 At this stage, one should consult employee characteristics such as job classifications, retirements, promotions, attritions and age profiles.
- 4 One should also analyse past trends, productivity levels, and managerial estimates in this stage.

Question 13

When organisations want to recruit for a suitable candidate for a vacancy in the organisation, they have several labour market sources from which to recruit. The people most available for recruitment are the unemployed, who can be contacted through direct application, employment agencies or advertisements. Other resources often need to be considered when recruiting top candidates. Which of the following are considered labour market sources/methods from which positions can be filled?

- a Pirating
- b Head hunting
- c Underemployed individuals
- d Part-time employees
- e Self-employed employees

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

Question 14

Two years ago Lawrence Rudolph was a semi-skilled forestry worker who have manually operated a cutting machined at the Duma sawmill in Richards Bay for a wage of R2 000 per month. Today, he proudly

earns twice his previous wage and finds his work more rewarding and satisfying. He has undergone intensive training as an artisan. He operates the mill's latest machinery, strictly testing the degree of tension in the saw-blades used in the computer driven, high speed cutting machines. This is an example of which motivation intensive technique of job design?

- 1 Job enrichment
- 2 Job enlargement
- 3 Job specialisation
- 4 Job rotation

Question 15

Which of the following are characteristics of the "new psychological" contracts?

- a the organisation and employee enter into "adult" contracts focused on mutually beneficial work
- b the employee's identity and worth are defined by the employee
- c the regular flow of people in and out is healthy and should be celebrated
- d those who stay are good and loyal; others are bad and disloyal
- e the primary route for growth is through promotion

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

Question 16

Mariana is an HR consultant of a large steel company based at an industrial park area in La Mercy, in northern KwaZulu Natal. She has been tasked to ensure that 20 newly appointed staff members' physical work environment is in order as they are going to be positioned in a new building, near the recently established King Shaka International Airport. She has a number of plans, which includes the installation of sound absorbing materials to reduce the noise levels from the airport which can be distracting; other plans include ensuring effective lighting, and having well designed chairs with adjustable bases that helps employees to maintain proper postures which can ultimately affect the employee's productivity levels. What activity is Mariana engaged in?

- 1 Robotics
- 2 Total Quality Management
- 3 Ergonomics
- 4 Job design

Read the following scenario and then answer questions 17 and 18.

Sumaiyah is the newly appointed HR manager at a large production company. The first thing that Sumaiyah noticed is that there is no orientation programme in the company. New employees are just expected to start working on day one, and transferred and promoted employees should carry on with their new daily tasks. Sumaiyah has decided to plan, design and implement an orientation programme, seeing that the organisation is rapidly growing and new employees are starting almost every month.

Question 17

Which of the following are important planning considerations that Sumaiyah needs to keep in mind when designing an orientation programme?

- a Orientation policy
- b Teams and groups in the organisation
- c Materials, facilities and personnel to be used
- d Organisational strategic goals
- e Budget

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

Question 18

Which two types of information should Sumaiyah include when designing the orientation programme?

- 1 Training information and financial information
- 2 Job-related information and training information
- 3 Technical information and general information
- 4 Job-related information and general information

Question 19

Samantha is considering three candidates for a managerial position in their organisation. There is a great similarity between the credentials, experience and education of each candidate. Samantha wants to determine how each candidate will perform given specific tasks or situations. Which selection tool should she use to determine this?

- 1 Personality testing
- 2 An assessment centre
- 3 Psychological testing
- 4 An unstructured interview

Question 20

Jaqueline is an HR intern and she has approached you, the HR manager, because she sees no need or use of HR research. She says it is "old school" and no one cares about HR research. Indicate to her, from the list below, what the uses are for HR research.

- a management of employees' use of the organisation's technologies
- b measurement and evaluation of present conditions
- c prediction of conditions, events and behavioural patterns
- d discovery of rational bases for revising current policies, programmes and activities
- e prediction of training and development needs of the workforce

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

**Total for Assignment 01 = 20 marks
(20 x 5 = 100%)**

The answers to the questions of this assignment will be given in Tutorial Letter HRM2605/201/2/2018, which will be available on myUnisa after the due date of Assignment 02.

Assignment 02 (Semester 2)

**Workbooks 02 to 11
Chapters 4 to 13**

Due date:
7 September 2018

Unique number:
882100

Remember you have to submit an assignment on/before the due date to be admitted to the examination. You only submit this assignment if you are registered for the second semester in 2018. Submit the assignment via myUnisa in pdf format. Remember to consult Tutorial Letter HRMALL6/301/4/2018 for guidelines on written assignments and the lecturer's expectations.

LEARNING OUTCOMES

After completing this assignment, you should be able to;

- apply basic knowledge of HRM principles to human resource activities related to line management duties
- indicate how line managers can contribute to organisational success through the implementation of HR policies and procedures
- illustrate the legislative framework for managing employees in the workplace

Question 1

Read the case study below and then answer the questions that follow. Remember that your answer should relate to the information provided.

Vassi Hendricks is experiencing a miserable night at work again. The 58-year-old telemarketer is on her 21st phone call of the evening but, so far, she has sold just one timeshare unit. She is becoming frustrated as she dials the next potential customer. Finally, the person answers the telephone.

All Vassi's colleagues are close to reaching their goals but, for some inexplicable reason, tonight is not going well for her. Management has on several occasions informed Vassi that her performance is not up to standard and recently issued Vassi with a final written warning for poor performance. Vassi knows that the pressure goes with the job. She is a seasoned veteran, who has over six years of experience in a

variety of telemarketing industries. Vassi is one of the most senior people in her current job and she has just finished her second year. For her and other experienced callers, the daily goal is 50 calls for a four-hour shift. The expected “conversion rate” is 15% of those who listen long enough to count as a presentation. These people usually agree to attend a presentation on the specific timeshare unit.

Vassi’s current supervisor is intense, demanding and quick to criticise. Frankly, all of them have been that way. “Their job is just as stressful as mine,” she says. “If they don’t reach their sales targets, they’re history, just like us.” Although some of the supervisor’s comments are positive, employees more often hear “suggestions” for improving their sales pitch, such as “Slow the presentation down”, or “Don’t ad-lib on the script!” While Vassi wants recognition as much as anyone does, she has become somewhat exhausted by the insincere and condescending form it takes. She would rather have more pay or benefits, but neither is on the cards.

Most telemarketers are paid an hourly wage plus commission. For Vassi that amounts to R20 per hour plus approximately R10 for commission, or around R65 per hour on a good day. There are no health benefits and, if you believe telemarketing executives, no prospects for any in the future. The constant stress takes a toll on everyone. The turnover in the industry is one of the highest in the country. The average time as a telemarketer is only 11 weeks (not months or years). Those who want to make it a career hope to break into management, where pay and benefits are much better. However, that usually requires more education, and youth. The last opening for a supervisor’s position drew over 50 applications from telemarketers.

Questions

- 1.1 HR professionals should recognise that employees generally progress through different career stages. Identify and briefly discuss the career stage in which Vassi finds herself. (2)
- 1.2 Can Vassi’s employer dismiss her for poor performance if her performance continues to be below standard? Motivate your answer. (4)
- 1.3 You have recently attended a workshop on employee health and wellbeing at work. The facilitator indicated that there are various personal and organisational strategies available to control stress. First, explain to Vassi what she can do to control job stress. Secondly, explain to Vassi what will happen if she does not manager her stress properly by briefly discussing the consequences of stress. (10)
- 1.4 What can the company do to reduce turnover and retain its employees? (4)

Total marks for question 1 = 20

Question 2

Line managers play a central role in human resource management. Discuss the role of the line manager in the following human resource functions:

- 2.1 Strategic human resource planning (2)
- 2.2 Job design (2)
- 2.3 Orientation (2)
- 2.4 Performance appraisal (2)
- 2.5 Training and development (2)

Question 3

Briefly explain how a compensation system can promote staff retention and motivate employees. (5)

Question 4

The employees at McSteel Manufacturing (Pty) Ltd are going on strike because they are unhappy with their wages and benefits. Define a strike and explain the procedure that should be followed for a strike to be protected in terms of the Labour Relations Act. (5)

Question 5

Identify and briefly describe the type of internal staffing move that took place in the following scenarios:

- 5.1 Kaiden was moved from shop assistant to general manager after he had worked in the shop for five years and had proved his loyalty and skill. His position as general manager means more responsibility and a higher salary. (2)
- 5.2 Kara has been working as an administrative officer for six months. She has received office administration training and on-the-job training, but she is not performing up to standard. Her supervisor decides to move her to a lower position with less responsibility, as tea lady. (2)
- 5.3 Kgala is an accountant at a large auditing firm in Johannesburg with nationwide branches. His wife has been offered a job in Cape Town, and to accommodate Kgala's personal situation, the firm has decided to appoint him as an accountant in the Cape Town branch. (2)

Total marks for question 5 = 6

Question 6

Jaquan is a financial officer at a large retail company in Johannesburg. You have realised that his productivity, output and quality of work is below standard. He is also constantly late and his attitude towards you, his work and colleagues is unacceptable. As a line manager, it is your responsibility to determine why an employee is performing at an unsatisfactory level and to seek solutions to eliminate the problem(s). Identify the HR process and briefly discuss the steps that you, as a line manager, would follow to determine why Jaquan is an unsatisfactory performer. (4)

**Total for Assignment 02 = 50 marks
(50 x 2 = 100%)**

Guidelines on how to approach this assignment

We advise that you work through the following steps in order to answer the assignment questions:

- Study workbooks 02 to 11, as well as the corresponding chapters in the prescribed book.
- Begin each question by carefully studying the relevant information/case study/scenario.
- Ensure that you understand the essential HRM concepts and theoretical aspects.
- Ensure that you are able to differentiate between the roles of the line manager and the roles of HR in the management of human resources in the organisation.

- Ensure that you are able to apply the relevant legislation to workplace examples.
- Ensure that you understand what causes job stress and what an employee can do to reduce the occurrence of stress in the workplace.
- Ensure that you are able to explain how an organisation can retain its employees.
- Ensure that you understand how money motivates employees.
- Ensure that you are able to differentiate between the different internal staffing moves that are available in an organisation.
- Lastly, ensure that you understand the process that could be followed to determine why an employee is not performing according to an acceptable standard.

Assessment criteria

The following criteria will be used to evaluate your answers to Assignment 02:

Question 1
Question 1.1 Identify (1 mark) and briefly discuss (1 mark) the career stage in which Vassi finds herself (2 marks).
Question 1.2 Indicate whether Vassi's employer could dismiss her if her performance continues to be below standard (1 mark) and give reasons for your answer (3 marks).
Question 1.3 Discuss the personal strategies of controlling stress (5 marks), as well as the consequences of stress for the employee (5 marks).
Question 1.4 Explain how an organisation could reduce turnover and retain its employees (4 marks).
Question 2
Discuss the role of the line manager in strategic human resource planning, job design, orientation, performance appraisal and training and development (2 marks each).
Question 3
Explain how a compensation system or money motivates employees for five marks (1 mark per fact).
Question 4
First, define the concept "strike" (1 mark). Secondly, explain the procedure that one should follow to ensure that a strike is protected in terms of the Labour Relations Act (4 marks).
Question 5
Identify (1 mark) and briefly discuss (1 mark) the type of internal staffing move that took place in each of the three scenarios (2 marks each).
Question 6
First, identify the HR process that should be followed to determine why an employee is an unsatisfactory performer (1 mark). Secondly, discuss the steps in this process (3 marks).

Common mistakes and tendencies in answering questions of this nature

In a similar assignment question asked previously, the following common mistakes and tendencies were noticed:

- Some students copied information directly from the workbooks and/or the prescribed book without acknowledging the source.
- Others could not or did not link the theory to the information provided.
- Some students could not apply the information from the sources, such as the workbook and the prescribed book, to the practical situation provided.
- Some students could not explain how they would translate the theory into the practical tasks of dealing with the HR aspects in the assignments and therefore lost valuable marks.

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

The answers to the questions of this assignment will be given in Tutorial Letter HRM2605/202/2/2018, which will be available on myUnisa after the due date of Assignment 02.



HRM2605

Human Resource Management for Line Managers

Appendix C

Schedule for Semester 1

Given the limited time that you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a study plan/schedule for you. This study plan consists of a few guidelines on when you should have completed certain sections of the study material. Remember though that these are only guidelines – you should always work at your own pace – and you may prefer to draw up your own time management schedule that is better suited to your particular situation. You can also use the electronic schedule on myUnisa or the year planner in *Study @ Unisa* to compile a comprehensive plan for all your modules.

The study plan has four columns. In the first column, we indicate the sections of the workbook(s) that we suggest you should work through in the given week. Please note that you should also work through the associated sections of the prescribed book as indicated in the second column. In the third column, we indicate the assignment that you should be working on. In the last column, we indicate where you should be in terms of your preparation and revision for the examination.

The study plan below is for students who are registered for the first semester in 2018.

SEMESTER 1 (2018)			
Workbooks	Prescribed book	Assignment	Preparation for the examination
Week 1 (29 January – 4 February 2018)			
Orientation: Read Tutorial Letter 101 and the preface of the SG001.	Orientation: Read the introductions to the prescribed chapters. Chapters 4–13		
Week 2 (5 – 11 February 2018)			
Workbooks 01, 02 and 03 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Start Assignment 01.	
Week 3 (12 – 18 February 2018)			
Workbooks 04 and 05 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Work on Assignment 01.	
Week 4 (19 – 25 February 2018)			
Workbooks 06 and 07 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Finalise Assignment 01.	
Week 5 (26 February – 4 March 2018)			
Workbooks 08 and 09 (study guide)	Study the relevant parts in the prescribed book	Complete Assignment 01 and submit it on myUnisa	

SEMESTER 1 (2018)			
Workbooks	Prescribed book	Assignment	Preparation for the examination
	as referred to in the workbooks.	http://my.unisa.ac.za or via your cell phone. Due date: 28 February 2018	
Week 6 (5 – 11 March 2018)			
Workbooks 10 and 11 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Start with Assignment 02.	
Week 7 (12 – 18 March 2018)			
Workbook 12 (study guide)	Read the relevant parts in the prescribed book as referred to in the workbook.	Work on Assignment 02.	
Week 8 (19 – 25 March 2018)			
		Finalise Assignment 02.	Study Workbooks 02 and 03.
Week 9 (26 March – 1 April 2018)			
		Complete Assignment 02 and submit it in pdf format on myUnisa http://my.unisa.ac.za . Due date: 29 March 2018	Study Workbooks 04 and 05.
Week 10 (2 – 8 April 2018)			
		Work through the self-assessment questions of each workbook.	Study Workbooks 06 and 07.
Week 11 (9 – 15 April 2018)			
		Work through the self-assessment questions of each workbook.	Study Workbooks 08 and 09.
Week 12 (16 – 22 April 2018)			
		Work through the self-assessment questions of each workbook.	Study Workbooks 10 and 11.
Week 13 (23 – 29 April 2018)			
			Revise all the workbooks and look at previous examination papers on myUnisa.
Weeks 14–19 (30 April – 10 June 2018)			

SEMESTER 1 (2018)			
Workbooks	Prescribed book	Assignment	Preparation for the examination
			Revise all the workbooks and look at previous examination papers on myUnisa. The examinations begin on 7 May 2018 and end on 15 June 2018.*

*Examination dates are subject to change.



HRM2605

Human Resource Management for Line Managers

Appendix D

Schedule for Semester 2

Given the limited time that you have to work through the prescribed material, complete the assignments and prepare for the examination, we have drawn up a study plan/schedule for you. This study plan consists of a few guidelines on when you should have completed certain sections of the study material. Remember though that these are only guidelines – you should always work at your own pace – and you may prefer to draw up your own time management schedule that is better suited to your particular situation. You can also use the electronic schedule on myUnisa or the year planner in *my Studies @ Unisa* to compile a comprehensive plan for all your modules.

The study plan has four columns. In the first column, we indicate the sections of the workbook(s) that we suggest you should work through in the given week. Please note that you should also work through the associated sections of the prescribed book as indicated in the second column. In the third column, we indicate the assignment that you should be working on. In the last column, we indicate where you should be in terms of your preparation and revision for the examination.

The study plan below is for students who are registered for the second semester in 2018.

SEMESTER 2 (2018)			
Workbooks	Prescribed book	Assignment	Preparation for the examination
Week 1 (16 – 22 July 2018)			
Orientation: Read Tutorial Letter 101 and the preface of the SG001.	Orientation: Read the introductions to the prescribed chapters. Chapters 4–13		
Week 2 (23 – 29 July 2018)			
Workbooks 01, 02 and 03 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Start Assignment 01.	
Week 3 (30 July – 5 August 2018)			
Workbooks 04 and 05 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Start Assignment 01.	
Week 4 (6 – 12 August 2018)			
Workbooks 06 and 07 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Finalise Assignment 01.	
Week 5 (13 – 19 August 2018)			
Workbooks 08 and 09 (study guide)	Study the relevant parts in the prescribed book	Complete Assignment 01 and submit it on myUnisa	

SEMESTER 2 (2018)			
Workbooks	Prescribed book	Assignment	Preparation for the examination
	as referred to in the workbooks.	(http://my.unisa.ac.za) or via your cell phone. Due date: 16 August 2018	
Week 6 (20 – 26 August 2018)			
Workbooks 10 and 11 (study guide)	Study the relevant parts in the prescribed book as referred to in the workbooks.	Work on Assignment 02.	
Week 7 (27 August – 2 September 2018)			
Workbook 12 (study guide)	Read the relevant parts in the prescribed book as referred to in the workbook.	Finalise Assignment 02.	
Week 8 (3 – 9 September 2018)			
		Complete Assignment 02 and submit it on myUnisa in pdf format (http://my.unisa.ac.za). Due date: 7 September 2018	Study Workbooks 02 and 03.
Week 9 (10 – 16 September 2018)			
		Work through the self-assessment questions of each workbook.	Study Workbooks 04 and 05.
Week 10 (17 – 23 September 2018)			
		Work through the self-assessment questions of each workbook	Study Workbooks 06 and 07.
Week 11 (24 – 30 September 2018)			
		Work through the self-assessment questions of each workbook.	Study Workbooks 08 and 09.
Week 12 (1 – 7 October 2018)			
		Work through the self-assessment questions of each workbook.	Study Workbooks 10 and 11.
Week 13 (8 – 14 October 2018)			
			Revise all the workbooks and look at previous examination papers on myUnisa.
Weeks 14 – 19 (15 October – 25 November 2018)			

SEMESTER 2 (2018)			
Workbooks	Prescribed book	Assignment	Preparation for the examination
			Revise all the workbooks and look at previous examination papers on myUnisa. The examinations begin on 15 October 2018 and end on 23 November 2018.*

*Examination dates are subject to change.



Appendix E

Welcome page on myUnisa

Dear HRM2605 Student,

Welcome to the **Human Resource Management for Line Managers (HRM2605)** module. I am sure you will find this online module enriching. The skills and knowledge that you gain will prove valuable to you not only as a student, but also in your future career. I will be your lecturer for this module and here are my contact details:

Name	Mrs Melissa du Plessis
Telephone number	012 429 8701
Office number	Room 3-70 AJH van der Walt Building Muckleneuk campus Unisa
E-mail address	<u>hrmacademics@unisa.ac.za</u>

Remember that everything relating to the HRM2605 module will happen here. You will have access to the relevant material, communicate with your lecturer and fellow students, engage in module-related activities and submit your assignments. It is no longer necessary to carry around the study guides, tutorial letters and a host of other material needed to do activities and assignments. Everything is available to you at the click of a button. We, as your lecturers, will use this module site to guide you through what is expected of you in this module step-by-step.

Before you get started, ensure that you know where to find the study material for this module:

The following tutorial letters and documents can be obtained from the **Official Study Material** tool on myUnisa:

- **Tutorial Letter HRM2605/101/3/2018, HRM2016/201/3/2018 and HRM2605/202/3/2018**
- **Tutorial letters HRMALL6 301/4/2018 and HRMONLI 302/4/2018**
- **The Study guide (SG001)**

You can now follow the following step-by-step process to get started with this module:

- Step 1:** Read Tutorial Letter HRM2605/101/4/2018 (Available from Official Study Material)
- Step 2:** Purchase or order a copy of the prescribed book
- Step 3:** Make sure that you have access to myUnisa and that you know your login detail and password
- Step 4:** Read the preface of the SG001
- Step 5:** Look at the schedule in Tutorial Letter HRM2605/101/4/2018 and the number of workbooks that you have to work through
- Step 6:** Ensure that you understand how this site works and how you can contact the lecturer
- Step 7:** You can now start with Workbook 01 in the study guide (SG001)

I trust that you will have a very successful semester and that you will enjoy this module. **Study hard from the beginning because this module is intensive with a lot of learning outcomes. Also, remember that this module has e-tutors. Please make use of them on myUnisa.**

I have created a topic (**student lounge**) under in the **Discussions** tool on myUnisa. Kindly introduce yourself to the fellow students and me. Also, provide information regarding your expectations from my interaction and me as the lecturer on myUnisa.

If you have any questions regarding the module, please contact me as soon as possible.

All the best.

Kind regards,
Mrs du Plessis