

# **Tutorial letter 201/1/2018**

**Human Resource Management for Line  
Managers**

**HRM2605**

**Semester 1**

**Department of Human Resource Management**

This tutorial letter contains feedback on Assignment 01, examination guidelines and an important notice regarding Assignment 02.

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Dear Student

## 1 INTRODUCTION

We trust that you have begun your studies and that you are looking forward to completing this module successfully. The purpose of this tutorial letter is to give you feedback on Assignment 01 and guidelines for the examination.

By now, you should have received the following study material for HRM2605:

Tutorial letter	Description of the content
HRM2605/101/3/2018	Introduction, information about the online module, the purpose and outcomes of the module, contacting the lecturer, department of human resource management, the university and fellow students, the prescribed book, how the module should be approached, student support systems and services at Unisa, myUnisa, due dates for the module, how you will be assessed for this module, information about the SABPP, frequently asked questions (FAQs), conclusion, appendix A, B, C and D.
HRM2605/201/1/2018 (this tutorial letter)	Introduction, guidelines for answering Assignment 01, important notice regarding Assignment 2, the examination, and conclusion

If you have not received these tutorial letters, please download them from myUnisa. Unfortunately, lecturers cannot send tutorial letters to students.

## 2 FEEDBACK ON ASSIGNMENT 01 (FIRST SEMESTER)

We trust that you found Assignment 01 interesting and stimulating. The purpose of this assignment was to test your knowledge and application of the theory on Workbooks 02, 03, 04 and 05 (chapters 4, 5, 6 and 7 in the prescribed book).

Below you will find the answers to Assignment 01.

### 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

**The correct answer is option 3. Refer to section 6.3.1 in the prescribed book.**

The people most available for recruitment are **unemployed**, who can be contacted through direct application, employment agencies or advertisements. Other resources often need to be considered when recruiting top candidates, for example:

- **Pirating (option a):** This takes place when searching companies actively recruit employees from other organisations. HR officers may become aware of an able employee currently employed by a competitor company or at a company in a related industry. They pirate an individual away from another employer by offering a more attractive salary, better working conditions or other benefits.
- **Underemployed individuals (option c):** Some full-time employees feel they are underemployed because their jobs are unrelated to their interests, abilities and training. Many of these people are not actively looking for jobs, but they can be recruited by another organisation because they would prefer jobs more in line with their training and skills.
- **Part-time employees (option d):** Organisations have found that part-time employees are very productive and that there are qualified applicants who wish to work on a part-time basis. Because of a decrease in the cost of benefits and lower salaries, part-time employees are often less expensive for the organisation. If part-time employees can produce at the same level as full-time employees, they then become an attractive alternative. Administrators have also found that part-time employees often have greater enthusiasm for jobs that are traditionally boring and routine because they do not face constant repetition, day after day, for long periods of time.

### 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

**The correct answer is option 1. Refer to section 6.5.2 in the prescribed book.**

Direct applications (option a), employee referrals (option c) and advertising (option d) are all examples of **external recruitment methods**. Job posting (option b) and bulletin boards (option e) are **internal recruitment methods**.

### 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.
- 4

- 3 Integrate the HR plan with departmental plans.
- 4 Implements the HR plan as approved by top management.

***The correct answer is option 3. Refer to section 4.4 (Table 4.1) in the prescribed book.***

Although SHRP is mainly the responsibility of the HR department, the line manager is responsible for the following activities:

- Identify the supply and demand needs for each division/department.
- Review/discuss HR planning information with HR specialists.
- Integrate the HR plan with departmental plans (option 3).
- Monitor the HR plan to identify changes needed.
- Review employee succession plans associated with the HR plan.

#### **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.

***The correct answer is option 4. Refer to section 7.6 in the prescribed book.***

Mary should receive orientation for her new position, because current employees who have been transferred or promoted within the organisation should receive onboarding and orientation, especially if the transfer or promotion involves a significant change of environment/duties and responsibilities.

#### **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.

***The correct answer is option 1. Refer to section 5.12.4 – 5.12.8 in the prescribed book.***

The most common end product of a job analysis process is a written **job description**. A job description

is a written summary of task requirements for a particular job. It therefore needs to communicate as specifically but concisely as possible what responsibilities and tasks the job entails and what the key qualifications of the job are – the basic requirements (specific credentials or skills) – and, if possible, the attributes that underlie superior performance.

The other important end product of the job analysis is the **job specification**. The job specification is a statement of the needed knowledge, skills and abilities of the person who is to perform the job. Job specifications or minimum qualifications, state the qualifications job applicants must possess to be considered for the job. These qualifications are often grouped into three categories: skills, knowledge and ability (SKAs).

### **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**

***The correct answer is option 3. Refer to section 6.5.1 in the prescribed book.***

**Job posting** (option 3) is one of the most popular methods of filling positions within the organisation. Job posting methods include for example traditional bulletin boards, computer e-mail-based systems, telephone voicemail-based systems and the company's intranet. **Direct applications** (option 1), **employee referrals** (option 2) and **advertising** (option 4) are examples of external recruitment methods.

### **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**

***The correct answer is option 4. Refer to section 4.8 in the prescribed book.***

The SHRP process is not always successful and various pitfalls have been identified. As the SHRP process becomes more popular, new and sophisticated techniques have been developed to assist in the SHRP process. While many are useful, there can be a tendency to adopt and use some of them because everybody else is. Organisations must decide on the purpose of the activity and obtain/use techniques to fit their particular needs. Armani, in the scenario, has therefore fallen into "the technique trap" (option 4) because she wants to implement the SHRP process because her friends adopted it in their companies.

**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

*The correct answer is option 2. Refer to section 6.12.5 in the prescribed book.*

James is busy checking the background of a prospective employee. **Reference checks** (option 2) are often conducted to confirm information appearing on an employee's application blank and curriculum vitae. An **application blank** (option 3) is a formal record of an individual's application for employment. The **interview** (option 1) allows managers to ask the applicant important questions that relate to the position for which he/she applied. **Medical testing** (option 4) is only allowed in certain circumstances.

**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

*The correct answer is option 3. Refer to section 5.6 in the prescribed book.*

Taking the human factor into consideration when designing the employee's work station is termed **ergonomics** (option 3). Ergonomics is an approach to designing equipment and systems within work environments to ensure easy and efficient use by employees. **Robotics** (option 1) is the use of robots to perform routine tasks. **Total quality management (TQM)** (option 2) is one of the fastest growing productivity improvement programmes in South Africa and is an organisation-wide approach that focuses on the quality of the processes that lead to the final product or service in the organisation. **The work environment** (option 4) refers to a place of employment where the task is completed. The work environment involves the physical geographical location as well as the immediate surroundings of the workplace, such as an office building. Other factors relating to the place of employment, are the quality of the air, noise level, and additional perks and benefits of employment such as free child care or unlimited coffee, or adequate parking.

**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**

***The correct answer is option 1. Refer to section 7.12 in the prescribed book.***

The welcome pack, which contains more information on the organisation, could also be provided to the newcomer. The following items can be included:

- A letter of welcome from the managing director of the organisation;
- Organisational structures;
- Details of policies and procedures;
- A letter of welcome from the recognised trade union;
- Map of the facility;
- Telephone numbers and locations of key employees and operations;
- Detailed outline of emergency and accident-prevention procedures.

### **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**

***The correct answer is option 4. Refer to section 4.9 in the prescribed book.***

**Basic research** (option 3) (also known as pure research) is undertaken simply to advance one's knowledge in a particular field or to gather information about a specific subject. **HR research** (option 4) is the collection and investigation of facts related to HR problems in order to eliminate or reduce those problems. **Applied research** (option 2) is used to solve a particular problem and its results may be put to immediate use. A **historical study** (option 1) is a research technique that HR researchers often use to obtain data over time that helps them gain greater insight into human behaviour. A historical study analyses patterns over weeks, months or years.

### **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.**



***The correct answer is option 4. Refer to section 6.4 and tables 6.1 and 6.2 in the prescribed book.***

The advantages of recruiting internally is summarised in table 6.1 in the prescribed book. Options 1, 2 and 3 are all advantages of internal recruitment. Option 4 is thus incorrect because it is an advantage of external recruitment.

### **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**

***The correct answer is option 1. Refer to section 5.9 in the prescribed book.***

Kabelo and his team are busy conducting a **job analysis** (option 1). Job analysis is the systematic manner of gathering and analysing information about the content, context and human requirements of the job. They are therefore investigating the tasks, duties and responsibilities of the jobs in the organisation. Job analysis also involves investigating the level of decision-making by employees within a specific job category, the skills employees need to do the job, the autonomy of the job and the mental effort required to perform the job. In some instances the machines operated, reports compiled and specific financial and other responsibilities are also analysed. **Job design** (option 2), on the other hand, determines how work is performed, and therefore influences the way the employee feels about his/her job (refer to section 5.2 in the prescribed book). **Job enrichment** (option 3) is a motivation-intensive technique where jobs are redesigned in scope and depth (refer to section 5.2.2 in the prescribed book). **Task analysis** (option 4) is a systematic identification of the fundamental elements of a job, and examination of knowledge and skills required for the job's performance. This information is used in human resource management for developing institutional objectives, training programs, and evaluation tools.

### **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.**

***The correct answer is option 1. Refer to section 7.4 in the prescribed book.***

Option 1 is incorrect because orientation programmes often concentrate on promoting the image of the organisation.

The following reasons have been advanced for the absence of effective orientation in organisations:

- The supervisors responsible for the task either lack the time or ability to fulfil this obligation.
- Organisations do not regard anxiety and stress, owing to insecurity and unfulfilled expectations, as a primary cause of labour turnover among new employees. They therefore consider orientation to reduce anxiety and stress as unnecessary.
- Organisations regard effective recruitment, selection, training and development as substitutes for orientation.
- Where orientation programmes are introduced, the key components are lacking.
- Orientation is aimed at inducing new employees to adhere to organisational practices and procedures while little attention is paid to instilling loyalty and commitment to the organisation.
- Employees who are transferred or promoted within the organisation are not subjected to orientation programmes.

Orientation programmes are not followed up, that is the success of these programmes is not determined.

### **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.**

***The correct answer is option 2. Refer to section 4.7 in the prescribed book.***

In phase one the mission, vision and values of the organisation are established. The situation is then analysed by monitoring and assessing the company mission and core business, its strategic plans, its concepts and structures, and the culture and HR-related challenges (option 4). In phase two, the environment is analysed to gather information about the trends and anticipated developments in the internal and external environment. The following factors need to be taken into consideration: economic factors, legislative matters, changes in technology and trends in the labour market (option 1). In phase three, the capabilities of the employees, the composition of the workforce and the corporate culture should be analysed. This is done by forecasting the demand and supply of human resources in the organisation (option 2). In the last phase, the HR strategy should be formulated. The HR strategy should be aligned with the objectives and business strategies of the organisation (option 3).

**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

*The correct answer is option 4. Refer to section 6.12.3 in the prescribed book.*

**Role-playing** (option 1) requires the candidate to interact with other managers or subordinates to respond to specific problems that they may encounter in their jobs. In a **leaderless group discussion** (option 2) the candidate is required to engage in a simulated meeting. The **in-basket technique** (option 4) requires the candidate to decide how to organise numerous letters and memorandums by priority. They are also required to ask for more information, delegate or make decisions regarding the information obtained. **Delivering speeches** (option 3) is not applicable to the scenario.

**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

*The correct answer is option 3. Refer to section 5.2.2 in the prescribed book.*

In the scenario, Jessica will be rotated from one job to the next. Because jobs include different tasks and activities, Jessica will be exposed to a variety of job content, which should lead to a reduction in boredom, fatigue and errors, thus improving job satisfaction and productivity. Jessica will thus learn new skills, because **job rotation** (option 3) is often used as a training technique for new, inexperienced employees. **Job enlargement** (option 1), on the other hand, entails increasing the number of tasks performed by an employee. In other words, the scope of the job is increased. Enhancing a job by adding more meaningful tasks and duties to make the employees' work more rewarding or satisfying is known as **job enrichment** (option 2). Finally, **job specialisation** (option 4) is characterised by jobs with very few tasks that are repeated often during the workday. These are called specialisation-intensive jobs, and include for example call centre operators, data-entry positions, and workers working on an automobile assembly line.

### 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

*The correct answer is option 4. Refer to section 7.1 in the prescribed book.*

Vusi is busy with **orientation** (option 4), which is defined as the process of integrating the new employee into the organisation and acquainting them with the details and requirements of the job. **Recruitment** (option 1) is defined as the process of acquiring applicants who are available and qualified to fill positions in the organisation. **Selection** (option 2) is the process of choosing from a group of applicants the individual best suited for a particular position. Lastly, **onboarding** (option 3) is the process that starts before the employee joins the organisation, continuing for several months and which aims to develop employee behaviours that will ensure the long-term success and commitment of the employee to the organisation.

### 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

*The correct answer is option 2. Refer to section 6.2 in the prescribed book.*

Employers in South Africa are responding to the skilled labour shortage with a number of non-traditional recruitment strategies, namely:

- **Training programmes for the disadvantaged** (option 4): To assist organisations in acquiring qualified employees, companies and government departments are offering training programmes that include basic writing and numeracy skills, as well as job-specific instruction.
- **Learnerships and mentoring programmes** (option 3): Employers are also introducing students to the opportunities available through education by means of learnerships and mentoring programmes.
- **Career exhibitions** (option 1): The Department of Labour and a number of large organisations sponsor national career exhibitions in locations that are likely to attract designated groups.

- **Telerecruiting:** Technology creates new avenues for recruitment and affects other HR functions.
- **Diversity data banks** (option 2): Employers striving to increase the diversity of their workforce often find it difficult to locate qualified, culturally diverse candidates since they are less likely to respond to traditional recruitment methods. This need has given rise to data banks being established by companies containing CV data on different disability groups and ethnic groups for jobs ranging from entry level to those requiring MBAs and experienced professionals.

### **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**

***The correct answer is option 2. Refer to section 7.15.1 in the prescribed book.***

Maslow's hierarchy of needs consists of five levels of needs starting at the basic level of physiological, followed, as one moves up the hierarchy, by safety needs, social needs, self-esteem needs, and at the highest level, self-actualising needs.

- **Physiological** needs include for example satisfying hunger and thirst, the provision of shelter, and other physiological needs associated with the biological survival of the individual and the species.
- **Safety or security** needs (option 1) include security and protection from physical and emotional harm.
- **Social** needs (option 3) include the need to belong, to be liked and for friendship.
- **Self-esteem** needs (option 4) include internal mental states such as self-liking, autonomy, achievement, as well as external factors such as needs relating to status, recognition and attention.
- **Self-actualisation** needs (option 2) concerns the need to become what one is capable of becoming and includes needs relating to growth and development, achieving one's potential and self-fulfilment.

## **3 THE EXAMINATION**

Please refer to the guidelines and information we have provided in **Tutorial Letter HRM2605/101/3/2018** about the requirements for admission to the examination, the format of the examination paper and guidelines on preparing for the examination.

We realise that distance education poses special challenges to students, the most daunting of which is the examination. Students often do not know how to answer examination questions in a way that would convince the examiners that they have sufficiently mastered the prescribed material. We have therefore decided to provide you with general guidelines to help you prepare for the examination.

### 3.1 Format of the examination paper

The examination paper will be a fill-in paper, which means that you will only receive an examination paper and a mark-reading sheet in the examination. Section A must be completed on the mark-reading sheet. The answers to the paragraph/essay-type questions in section B should be written in the space provided in the examination paper. Section A will be worth **30 marks** and section B **40 marks**. For more detail regarding the format of the examination paper, please refer to **Tutorial Letter HRM2605/101/3/2018**.

Examination questions are based on the learning outcomes (which can be found at the beginning of each workbook) for each chapter that you have to study for the examination and you must therefore meet the requirements of the specified learning outcomes. Also, work through this tutorial letter (HRM2605/201/1/2018), which contains the suggested solutions to the compulsory assignment, as well as Tutorial Letter HRM2605/202/1/2018, which you will still receive to assist you in preparing for the examination.

The activities and self-assessment questions in the workbooks are a means of testing your knowledge of the subject. Although these questions do not cover every aspect, they are excellent for revision purposes, so answer them thoroughly. After studying each chapter, close the prescribed book and try to answer the self-assessment questions. This will help you identify sections in the work that you do not understand or you simply need to spend more time on.

Do not merely memorise concepts in the study material. It is good to know the definitions of the concepts, but what is more important is that you know and understand how these concepts are applied in a real work situation. That will help you when you have to give practical examples of the application of particular concepts in an actual work situation.

In addition to this tutorial letter (HRM2605/201/1/2018) there will be further guidelines in Tutorial Letter HRM2605/202/1/2018 on how you should have answered the written assignment questions and what you should have included in your answers. Make an effort to master this aspect of your studies so that you can confidently answer any examination question that may be based on this source. Since the learning outcomes at the beginning of each chapter are used as a second source of examination questions, make sure that you have mastered these before moving on to the next chapter or workbook.

### 3.2 Preparing for the examination

The “study” icon in the workbooks will also give you an indication which sections you should study in the prescribed book.

## 4 IMPORTANT NOTICE REGARDING ASSIGNMENT 02

Please ensure that your assignment reaches us in Pretoria on or before **13 April 2018**. **No extensions** will be granted. If you submit your assignment via myUnisa, submit the assignment in pdf format before the due date as a large number of students are registered for this module and the system is normally very busy on the due date. If you post your assignment to us, we suggest that you post it at least two weeks before the due date. If you make use of an assignment box outside the Pretoria region, you need to place it in an assignment box at least two days before the due date.

## 5 CONCLUSION

We trust that this assignment has increased your understanding of the topics involved. Remember, this is essential for you to master the theory in this module, and to make sure that you can apply the theory when dealing with everyday problems in human resource management.

You are most welcome to contact us about the assignments or about the study material. If you need to contact us with a module-related theoretical query, try to formulate an answer to your query beforehand, so that we can use your ideas as the basis for an insightful discussion.

We wish you a very successful semester.

**Mrs M du Plessis**

**Lecturer: HRM2605**

**Department of Human Resource Management**

**UNISA**