



Assignment 01/0/2021

Advanced Human Resource Management HRM4801

Year module

Department of Human Resource Management

<p>IMPORTANT INFORMATION</p>

<p>This letter contains questions on Assignment 01.</p>

CONTENTS

	<i>Page</i>
1 INTRODUCTION.....	3
2 UNIQUE NUMBER AND DUE DATE OF ASSIGNMENT 01.....	3
3 LEARNING OUTCOMES OF LESSONS 01 TO 04	3
4 AVOID PLAGIARISM	5
5 INSTRUCTIONS	5
6 RESEARCH PARTICIPANT INFORMATION	6
7 QUESTIONS.....	9



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 provide you with questions related to learning outcomes of lessons 01 to 04.

Answer all the questions!

2 UNIQUE NUMBER AND DUE DATE OF ASSIGNMENT 01

The unique number and the due date of Assignment 01 are as follows:

UNIQUE NUMBER	DUE DATE
653889	2021/05/31
This assignment comprises essay questions on scenarios and schematic scenarios (e.g., tables). A rubric (see table 1) will be used to assess your assignment.	

3 LEARNING OUTCOMES OF LESSONS 01 TO 04

The purpose statement of the HRM4801 module enables students to demonstrate a fundamental and systematic knowledge of advanced human resource management with a view to determine, design and implement appropriate HR systems and practices to ensure proper management of employees in an organisation. The curriculum includes managing human resources from a strategic investment perspective of human capital over and above the following:

- enhancement of employee and organisational health, wellness and safety,
- measuring HR's contribution to the strategic business plan,
- challenges and barriers facing ethical HRM decision-making,
- HR's key roles,
- HR planning and staffing, designing work/life systems,
- change management,
- training and the learning organisation,
- reward systems and practices,
- employee separation,
- global HR management and its challenges and
- organisational culture and its impact on organisational performance

Next follows three questions related to the specific outcomes, assessment criteria and the learning outcomes of the HRM4801 module.



By now you should have studied lessons 01 to 04, and the learning outcomes of lessons 01 to 04 are as follows:



LEARNING OUTCOMES 01

After you have completed this assignment, you should be able to:

- evaluate the changing context of the nature of human resources
- explain the reasons for changes at work and the conditions surrounding work risk that erode work-related wellbeing, which has harmful consequences for employees and, potentially, for organisations
- explain why it is difficult to manage people
- examine the influence of contextual factors on human resource management (HRM)
- justify the prioritisation of human resource (HR) practices that can help to alter the impact of eroding work-related wellbeing on both employees and organisations
- explain why HRM can be regarded as essentially strategic
- differentiate between HRM strategic models and how each model influences the various HR practices
- identify and discuss the different components of a typical strategic HRM process in an organisation



LEARNING OUTCOMES 02

After you have completed this assignment, you should be able to:

- assess the choices available to managers in a context of uncertainty
- describe flexibility and flexible employment practices
- evaluate the suitability of various flexible employment practices against constraining factors and apparent advantages and disadvantages to employers and employees
- compare and contrast new forms of employment practice against traditional approaches



LEARNING OUTCOMES 03

After you have completed this assignment, you should be able to:

- discuss the influence of employment legislation on human resource management
- analyse the impact of employment regulation on the extent and the nature of line managers' responsibility for issues and decisions relating to human resourcing
- compile an employment equity (EE) plan and an EE report
- critically discuss the implications of EE and affirmative action for the various HRM functions
- critically comment on the value of skills development legislation in uplifting the skills base of the workforce



LEARNING OUTCOMES 04

After you have completed this assignment, you should be able to:

- explain ethical issues underlying strategic HR activities and identify potential ethical implications of both low- and high-commitment HR strategies
- discuss the range of options that HR managers have at their disposal to take an ethical stance
- explain how management decisions concerning ethical issues affect organisations and societies

4 AVOID PLAGIARISM



It is crucial that you avoid plagiarism! Watch the following YouTube video:

<https://www.youtube.com/watch?v=TEmFXzgYiZc>

5 INSTRUCTIONS

The following instructions are required from you in the completion of Assignment 01:

- 5.1. Use the rubric (see Appendix A) at the end of the assignment to develop an understanding of how marks will be allocated for each question.
- 5.2. You will be required to submit your answers as a single document in PDF format.
- 5.3. The following technical layout criteria apply:
 - 5.3.1. Start with a cover page stating the module code (HRM4801), your student number, your name and surname.
 - 5.3.2. Type your answers (use sentence case, font: Arial 11, line spacing: 1.5 lines) and then convert the Word document to a PDF format for submission.
 - 5.3.3. Include a table of content.
 - 5.3.4. Each question must have an introduction and a conclusion.
 - 5.3.5. In-text references and a list of references are required (a minimum of 5 sources must be used). You can use either the APA 7th Edition or the Harvard reference style. You may not simply copy information from any source. You need to answer the questions in your own words. **Plagiarism will not be tolerated.** A zero mark will be allocated for the assignment and/or may result in disciplinary action if detected. It is recommended that you read Unisa's Policy for Copyright Infringement and Plagiarism as well as the Students' Disciplinary Code (available on myUnisa at <https://www.unisa.ac.za/sites/myunisa/default/Learner-support-&-regions/Student-Policies-&-Rules>) before you complete the assignment.
 - 5.3.6. Note that all the questions are compulsory, and you must therefore answer all the questions. There are no elective questions.
 - 5.3.7. Make sure that each question and sub-question are clearly and correctly numbered.
 - 5.3.8. As part of the submission process, you will be required to submit a declaration of honesty whereby you declare that the work submitted is your own. **This declaration must be on the second page of the assignment.** Use the wording of the declaration of honesty provided in the example below.

Example: Declaration of honesty

I (your full name and surname) _____ student number _____ hereby declare that this assignment is my own work and that all sources used or quoted are indicated and acknowledged both in text and in full in the reference list. I also declare that I have not copied (partially or in full) other student(s) or third-party's work or allowed other student(s) to copy my work (partially or in full). Furthermore, I have read and understood Unisa's policy on plagiarism. I have read and understood the policy that is available on myUnisa on:

<https://www.unisa.ac.za/sites/myunisa/default/Assignments-&-Examination/Assignments/Plagiarism>

I accept responsibility to categorically adhere to this policy. Lastly, I am fully aware that if I am found in breach of Unisa's policy on plagiarism I will not only be penalised with a mark of zero, but I will be reported to the Student Disciplinary Department, which could result in suspension or expulsion from UNISA.

- 5.3.9. Please ensure that your PDF document is NOT encrypted to a "secured" mode and that it is NOT password protected, as these files cannot be marked. Virus-infected files will also not be marked. If a file is password protected, a zero mark will be awarded.
- 5.3.10. Make sure that you are using the right unique number for the assignment and that you upload the assignment on the correct platform on myUnisa, namely under the Assessment Info tool.
- 5.3.11. The key aim of the assignment is to give you an opportunity to share your learning experience in developing an outward mindset and to achieve the HRM4801 learning outcomes. In section 6 below, we share more information about the use of all the formative assessments linked to the HRM4801 module. No one will be penalised in the mark allocation of the assignment. All the formative assessments form part of continuous assessments. The continuous assessment consists of a total of **ten (10) assignments** in the HRM4801 module. All these assignments are designed to give you a rich learning opportunity to reach the learning outcomes as part of your qualification.

You are under no obligation to agree that the content you share in the assignment can be used in the research linked to the HRM4801 module and you can withdraw from the study at any time. By withdrawing from the study, it would mean that the information will be omitted for the sake of research. Hence, it is imperative that you clearly indicate in the assignment whether you agree or disagree that the content of the assignment may be used for research purposes. Use the wording of the consent template in section 6 below. **The consent form needs to be on page 3 of the assignment.**

Next follows the research participant information sheet and the consent letter linked to the research that we endeavour in the HRM4801 module.

6 RESEARCH PARTICIPANT INFORMATION

Title: Using a collaborative, active ODeL learning context to develop postgraduate students' outward mindsets, employability attributes and metacognitive competencies

Dear Prospective HRM4801 Student

You are invited to participate in research conducted by Dr Elizabeth C. Rudolph, the primary researcher and the Khulisa Abantu ("a cause to grow people") community engagement team in the Department of Human Resource Management at the University of South Africa.

Globally, as well as nationally, there is an ongoing struggle for young undergraduates to find employment. This could likely be because many graduates do not always have the time or space to attend in-person training or they do not have the opportunity during their coursework to learn how to practice, work, lead and

live an outward mindset in their personal and/or work life. Higher education institutions (HEIs) are required to demonstrate social responsibility in their commitment to make available scholar expertise, within various disciplines, to equip and facilitate opportunities for production of knowledge and to develop graduates' skills and experiences to live in a diverse society. Hence, the integration of the Outward Mindset Online (OMO) programme and HRM4801 enables the Khulisa Abantu Community Engagement (CE) team to engage with HRM4801 students, both scholarly and to share real-life stories of experts using an outward mindset to address work challenges. These experts are employed within different industries.

All the HRM4801 assignments have been designed to use a collaborative, active, open distance and education learning (ODEL) context, to develop postgraduate students' outward mindsets, employability attributes and metacognitive competencies. Hence, all the assignments in the HRM4801 module are designed to give you a rich learning opportunity to reach the learning outcomes as part of your qualification.

You were selected to participate in the research because we would like to hear your voice about your personal experiences in relation to the HRM4801 learning outcomes, since you are a registered student for the module HRM4801 (Advanced Human Resource Management).

The assignment will be anonymised during the analysis of the data, meaning that there will be no way of connecting the information that you provide to you personally. This is to protect your privacy.

It is anticipated that the information we gain from this assignment will help us to formulate guidelines for use in the development of ODeL learning material and assessment, to promote adult learners' outward mindsets, employability attributes and metacognitive competencies.

If you choose to participate in the research, it will take no additional of your time than the required notional hour assigned to the completion of HRM4801 assignments. You will benefit from your participation as an individual, as this provides you with a learning opportunity in relation to HRM4801 module outcomes and OMO learning outcomes. Feedback will be provided in the Tutorial Letter 200s. It is envisioned that the findings of this study will contribute towards the body of knowledge of ODeL tuition and assessment in South Africa.

The research is rated as a low-risk study and therefore we do not foresee any harmful consequences in completing the assignment. The key aim of the assignment is to give you an opportunity to share your learning experience in developing an outward mindset and to achieve the HRM4801 learning outcomes. You are, however, under no obligation to agree that the content you share in the assignment can be used in the research and you can withdraw from the study at any time. By withdrawing from the study, it would mean that the information will be omitted for the sake of research; however, no one will be penalised in the mark allocation of the assignment.

The researchers undertake to keep any information provided herein confidential, not to let it out of our possession and to report on the findings from the perspective of the participating group and not from the perspective of an individual.

Electronic records will be kept for five years, in a password protected file, for audit purposes, where after it will be permanently destroyed. You will not be reimbursed or receive any incentives for your participation in the questionnaire.

The research was reviewed and approved by the UNISA College of Economic and Management Sciences Research Ethics Review Committee. The primary researcher, Dr Elizabeth Cornelia Rudolph, can be contacted during office hours, at 072 466 6607. Alternatively, she can be contacted at rudolec@unisa.ac.za.

By confirming your consent to take part in this research, you take note of the nature of your participation in the research, linked to the completion and submission of the assignment on myUnisa.

Should you have concerns about the way in which the research has been conducted, you may contact Prof N Sewdass (sewdan@unisa.ac.za). Alternatively, you can report any serious unethical behaviour at the University's Toll-Free Hotline 0800 86 96.

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

CONSENT TO PARTICIPATE IN THIS STUDY (TEMPLATE)

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

<i>Place an 'x' in the box provided for each point that follows below</i>	Yes	No
I have read (or it has been explained to me) and understood the study as explained in the information sheet/tutorial letter.		
I understand that the submission of the assignment is compulsory, to provide me with a rich learning experience to achieve the module outcomes.		
I have had sufficient opportunity to ask questions and am prepared to participate in the research phase linked to the assignment.		
I understand that, if I choose not to participate in the research phase linked to the HRM4801 teaching and learning, the data provided during the assignment will be excluded from the data for research purposes.		
I understand that, if I choose to withdraw from the study, the information in the assignment/questionnaire will be omitted by the researcher(s), without me being penalised in the mark allocation of the assignment.		
I am aware that the demographic information asked in the assignment/questionnaire is for the researchers to maintain an audit trail, as a key strategy to demonstrate trustworthiness and credibility that real participants took part in the study.		
I am aware that the findings of this study will be anonymously processed into a research report, journal publication and/or conference proceedings.		
I formally give consent that the data in the answers to the assignment/questionnaires may be used for research purposes.		

Participant Name & Surname..... (please print)

Participant Signature.....Date.....

Researcher's Name & Surname.....(please print)

Researcher's signature.....Date.....

As part of the formative assessment plan of HRM4801, answer the following two questions of Assignment 01:

7 QUESTIONS



QUESTION 1

[85]

The world of work has changed significantly due to the COVID-19 pandemic. In addition to the COVID-19 pandemic, the South African Board for People Practices (SABPP) published their view on how the South African Labour Market will change over the next 14 years. Being mindful of the drastic changes for people and work and the SABPP's view of the labour market, read the information published by the SABPP at the two links below to answer the sub-questions that follow.



People and Work – How will the South African Labour Market Change over the next 14 years? Retrieved from (click on the website link below or copy and paste the link in your browser):

https://cdn.ymaws.com/www.sabpp.co.za/resource/resmgr/website_files_1/publications/labour_market_scenario/labour-market-2030-scenarios.pdf

The Fact Sheet by the SABPP of April 2020 Number 2020/03. Retrieved from (click on the website link below or copy and paste the link in your browser):

https://cdn.ymaws.com/www.sabpp.co.za/resource/resmgr/website_files_1/publications/fact_sheets/fact_sheet_2020/fact-sheet_april_2020-min.pdf

- 1.1. Why is it imperative for human resource (HR) practitioners to align the strategic human resource management (SHRM) with the business strategy, and which strategic decisions need the attention of HR practitioners? (10)
- 1.2. Critically explain the changing nature of HRM, and why it is challenging to manage people. (10)
- 1.3. Why do conflict and tension regarding the managing of people arise between line managers and HR practitioners? Substantiate your answer by referring to the impact of employment regulation on the extent and the nature of line managers' responsibility for issues and decisions relating to human resourcing. Provide practical examples. (10)
- 1.4. What push-pull factors might influence SHRM? Provide a minimum of five (5) practical examples to substantiate your answer. (10)
- 1.5. Justify the prioritisation of human resource (HR) practices that can help to alter the impact of eroding work-related wellbeing on both employees and organisations. (10)
- 1.6. Critically discuss the range of options that HR managers have at their disposal to take an ethical stance. Substantiate your answer with practical examples by referring to HRM functions. (10)
- 1.7. Organisations, individual employees and the South African government could deliberate to minimise the global spread, infection rate and the impact of the COVID-19 virus. Concerning the statement mentioned above, assess the choices available to managers when managing an uncertain context such as the COVID-19 pandemic. Thus, how could managers ensure fair and

ethical treatment of employees in the long-term prosperity for both individuals and organisations? Substantiate your answer by developing a Strategic Human Resource Prevention and Management Plan of Action to minimise the impact of the Coronavirus for the greater good. (25)



QUESTION 2

[10]

- 2.1. Tell me more about your work/life/study experience in one page.
- 2.2. Which points of the study material did you find specially interesting in your reading, and would like to follow up in more detail?
- 2.3. What questions came to mind related to the study material of the HRM4801 lessons 01 to 04?
- 2.4. What are the three main things you have learned from the HRM4801 lessons 01 to 04 and what you may be able to use in future within your work/life context??
- 2.5. What did you previously think to be true related to the HRM4801 lessons 01 to 04, but now know to be wrong?
- 2.6. What did we not cover that you expected would be covered in the HRM4801 lessons 01 to 04?
- 2.7. What are you still unsure about regarding the HRM4801 lessons 01 to 04?
- 2.8. What did you like most about the HRM4801 lessons 01 to 04?
- 2.9. What did you dislike most about the HRM4801 lessons 01 to 04?
- 2.10. What miscellaneous, interesting facts did you learn in the HRM4801 lessons 01 to 04?

TECHNICAL LAYOUT

[5]

See rubric below for more information.

TOTAL OF ASSIGNMENT 01: [100]

Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark
Explanations may vary, but a student needs to demonstrate a clear understanding of the theory and how to apply it accordingly. If a student commits plagiarism in more than one question, award a 0 mark for the entire assignment.				
Use the following narrative when awarding marks to each sub-question answered to question 1:				
<ul style="list-style-type: none">• Inappropriate issues from the relevant theory were identified to answer the question OR only one single issue was included to answer the question (and this became the sole focus of the discussion).• No framework for discussion and little relevant theory selected.• Poor structure to the essay.• Presentation of the answer is vague (no logical presentation of the argument to the audience).• Unstructured and unsupported arguments with no discussion of differing views and no new ideas formulated.• Poor integration of theory with the scenario, article information and so forth.• Irrelevant detail and some misinterpretation of the question.• No/poor examples as evidence to argue the answer to the question.	<ul style="list-style-type: none">• A range of relevant theory was selected and most of the material selected was appropriate.• The argument to answer the question was weakly introduced and concluded.• Little attempt to provide a clear, logical structure.• Few differing ideas and no new ideas based on knowledge gained.• Communication of the argument was average: the information was recorded in more than one way – the answer showed several ways to connect theoretical information with examples from the YouTube video(s), scenario, article information and so forth, but the student might need help or to be told when and how to use it.• The application of the theory and the scenario, article information and so forth can be connected, yet the structure of the answer was not well thought through.• Focused on many facts with little attempt at conceptual explanations.	<ul style="list-style-type: none">• The answer to the question and/or the argument is well-structured with a clear introduction and conclusion.• Some issues identified; there is a well-developed framework.• Used appropriate theoretical information to argue the answer.• Content has logical flow, with ideas clearly expressed to argue the answer.• Some new ideas based on knowledge gained from theory.• Some integration of theory with support from examples from the scenario, article information and so forth.• Some evidence of critical analysis with conclusions drawn to argue the answer.	<ul style="list-style-type: none">• Well-structured essay with clear introduction and conclusion.• Issues from theory were clearly identified; a clear framework was used to organise the discussion and appropriate theoretical material was selected and used in the argument.• Logical flow of content.• Clear expression of ideas and arguments of differing views with evidence of new ideas based on knowledge gained.• Knowledge was well integrated and supported by evidence with examples from the scenario, article information and so forth.• Used abstract principles and concepts, with application to the discipline area when appropriate.• Evidence of critical analysis of theoretical knowledge and conclusions were drawn to state the main argument to answer the question.• Clear evidence of sophisticated analysis or innovative thinking to bring forth meaning between the theoretical information and examples from the scenario, article information and so forth to argue the answer.	(See mark allocation per question below)
Use the following narrative when awarding marks to question 2:				
<ul style="list-style-type: none">• Only answered one to three of the sub-questions to question 2.• If the answer does not relate to the relevant workbooks, a 0 mark is allocated.	<ul style="list-style-type: none">• Answered four of the sub-questions to question 2.• Focused on many facts with little attempt at reflecting on the relevant workbooks.	<ul style="list-style-type: none">• Answered five of the sub-questions to question 2.• There is learning evident and learning of the relevant workbooks are evident.	<ul style="list-style-type: none">• Answered six to eight of the sub-questions to question 2.• Logical flow of content.• Clear expression of learning linked to the relevant workbooks.	

Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark
QUESTION 1.1				/85
0–3	4–5	6–7	8–10	
QUESTION 1.2				
0–3	4–5	6–7	8–10	
QUESTION 1.3				
0–3	4–5	6–7	8–10	
QUESTION 1.4				
0–3	4–5	6–7	8–10	
QUESTION 1.5				
0–3	4–5	6–7	8–10	
QUESTION 1.6				
0–3	4–5	6–7	8–10	
QUESTION 1.7				
0–9	10 - 14	15–18	19 - 25	
QUESTION 2				/10
0–3	4–5	6–7	8–10	

Technical layout				
Poor performance (0–39%)	Average performance (40–59%)	Good performance (60–74%)	Excellent performance (75–100%)	Mark
<p>Technical presentation and layout of the assignment:</p> <ul style="list-style-type: none">✓ Assignment lacks headings and subheadings.✓ No descriptive table of contents included.✓ No introduction included.✓ No sources acknowledged in-text.✓ No referencing technique (e.g., APA or Harvard method) used.✓ No conclusion included.✓ No sources were used to answer the questions. <p>(If a student commits plagiarism in more than two questions, award a mark of 0 for the entire assignment.)</p> <ul style="list-style-type: none">✓ No bibliography/reference list included.✓ Plagiarism is evident in the assignment.	<p>The assignment has the following elements regarding technical presentation and layout to some extent:</p> <ul style="list-style-type: none">✓ Headings and subheadings included.✓ Descriptive table of contents included.✓ Introduction included.✓ Sources acknowledged in-text.✓ Correct referencing technique (e.g., APA or Harvard method) used.✓ Used only two to three sources to answer the questions.✓ Conclusion included.✓ Bibliography/reference list included.	<p>Technical presentation and layout of the assignment are good in terms of the following elements:</p> <ul style="list-style-type: none">✓ Headings and subheadings included.✓ Descriptive table of contents included.✓ Introduction included.✓ Sources acknowledged in-text.✓ Correct referencing technique (e.g., APA or Harvard method) used.✓ Used four to five sources to answer the questions.✓ Conclusion included.✓ Bibliography/reference list included.	<p>Technical presentation and layout of the assignment are excellent in terms of the following elements:</p> <ul style="list-style-type: none">✓ Headings and subheadings included.✓ Descriptive table of contents included.✓ Introduction included.✓ Sources acknowledged in-text.✓ Correct referencing technique (e.g., APA or Harvard method) used.✓ Used six to ten sources to answer the questions.✓ Conclusion included.✓ Bibliography/reference list included.	/5
0–1	2	3	4–5	
TOTAL OF ASSIGNMENT 01: [100]				