THE INDEPENDENT
INSTITUTE OF
IIE EDUCATION

MODULE NAME:	MODULE CODE:
HUMAN RESOURCE MANAGEMENT 1A	HRMG5111/d/p/w/e/f
HUMAN RESOURCE MANAGEMENT 1A	HRMN5111/d
HUMAN RESOURCE MANAGEMENT 1A	HOMA6212/w

ASSESSMENT TYPE: ASSIGNMENT 1 (PAPER ONLY)

TOTAL MARK ALLOCATION: 100 MARKS

TOTAL HOURS: 10 HOURS

By submitting this assignment, you acknowledge that you have read and understood all the rules as per the terms in the registration contract, in particular the assignment and assessment rules in The IIE Assessment Strategy and Policy (IIE009), the intellectual integrity and plagiarism rules in the Intellectual Integrity Policy (IIE023), as well as any rules and regulations published in the student portal.

INSTRUCTIONS:

1. *No material may be copied from original sources, even if referenced correctly, unless it is a direct quote indicated with quotation marks. No more than 10% of the assignment may consist of direct quotes.*
2. *Any assignment with a similarity index of more than 25% will be scrutinised for plagiarism. Please ensure you attach an originality report to your assignment if required.*
3. *Make a copy of your assignment before handing it in.*
4. *Assignments must be typed unless otherwise specified.*
5. *All work must be adequately and correctly referenced.*
6. *Begin each section on a new page.*
7. *Follow all instructions on the assignment cover sheet.*
8. *This is an individual assignment.*

Referencing Rubric

Providing evidence based on valid and referenced academic sources is a fundamental educational principle and the cornerstone of high-quality academic work. Hence, The IIE considers it essential to develop the referencing skills of our students in our commitment to achieve high academic standards. Part of achieving these high standards is referencing in a way that is consistent, technically correct and congruent. This is not plagiarism, which is handled differently.

Poor quality formatting in your referencing will result in a penalty **of a maximum of ten percent being deducted from the percentage awarded**, according to the following guidelines. Please note, however, that **evidence of plagiarism in the form of copied or uncited work (not referenced), absent reference lists, or exceptionally poor referencing, may result in action being taken in accordance with The IIE's Intellectual Integrity Policy (0023)**.

Markers are required to provide feedback to students by indicating **(circling/underlining) the information that best describes the student's work.**

Minor technical referencing errors: 5% deduction from the overall percentage – the student's work contains **five or more errors** listed in the minor errors column in the table below.

Major technical referencing errors: 10% deduction from the overall percentage – the student's work contains **five or more errors** listed in the major errors column in the table below.

If both minor and major errors are indicated, then 10% only (and not 5% or 15%) is deducted from the overall percentage. The examples provided below are not exhaustive but are provided to illustrate the error

Required: **Technically correct referencing style**	**Minor errors in technical correctness of referencing style** **Deduct 5% from percentage awarded**	**Major errors in technical correctness of referencing style** **Deduct 10% from percentage awarded**
Consistency • The same referencing format has been used for all in-text references and in the bibliography/reference list.	Minor inconsistencies. • The referencing style is generally consistent, but there are one or two changes in the format of in-text referencing and/or in the bibliography. • For example, page numbers for direct quotes (in-text) have been provided for one source, but not in another instance. Two book chapters (bibliography) have been referenced in the bibliography in two different formats.	Major inconsistencies. • Poor and inconsistent referencing style used in-text and/or in the bibliography/ reference list. • Multiple formats for the same type of referencing have been used. • For example, the format for direct quotes (in-text) and/or book chapters (bibliography/ reference list) is different across multiple instances.
Technical correctness Referencing format is technically correct throughout the submission. Position of the reference: a reference is directly associated with every concept or idea. For example, quotation marks, page numbers, years, etc. are applied correctly, sources in the bibliography/reference list are correctly presented.	**Generally, technically correct with some minor errors.** • The correct referencing format has been consistently used, but there are one or two errors. • Concepts and ideas are typically referenced, but a reference is missing from one small section of the work. • Position of the references: references are only given at the beginning or end of every paragraph. • For example, the student has incorrectly presented direct quotes (in-text) and/or book chapters (bibliography/reference list).	**Technically incorrect.** • The referencing format is incorrect. • Concepts and ideas are typically referenced, but a reference is missing from small sections of the work. • Position of the references: references are only given at the beginning or end of large sections of work. • For example, incorrect author information is provided, no year of publication is provided, quotation marks and/or page numbers for direct quotes missing, page numbers are provided for paraphrased material, the incorrect punctuation is used (in-text); the bibliography/reference list is not in alphabetical order, the incorrect format for a book chapter/journal article is used, information is missing e.g. no place of publication had been provided (bibliography); repeated sources on the reference list.
Congruence between in-text referencing and bibliography/ reference list • All sources are accurately reflected and are all accurately included in the bibliography/ reference list.	**Generally, congruence between the in-text referencing and the bibliography/ reference list with one or two errors.** • There is largely a match between the sources presented in-text and the bibliography. • For example, a source appears in the text, but not in the bibliography/ reference list or vice versa.	**A lack of congruence between the in-text referencing and the bibliography.** • No relationship/several incongruencies between the in-text referencing and the bibliography/reference list. • For example, sources are included in-text, but not in the bibliography and vice versa, a link, rather than the actual reference is provided in the bibliography.
In summary: the recording of references is accurate and complete.	In summary, at least **80%** of the sources are correctly reflected and included in a reference list.	In summary, at least **60%** of the sources are incorrectly reflected and/or not included in reference list.

Overall Feedback about the consistency, technical correctness and congruence between in-text referencing and bibliography:

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Question 1		(Marks: 15)
Q.1.1	Explain the importance of human resource (HR) planning in attracting talent by giving a short description of each of the following functions:	
	• Job analysis;	(2)
	• Job description;	(2)
	• Job specification and	(2)
	• Job profiling.	(2)
Q.1.2	Describe the role played by HRM in the implementation of strategy by means of a diagram/figure.	(7)

Question 2	(Marks: 20)
By applying relevant theory in Chapter 5, as well as supporting material from recent reliable journal articles, and credible online sources, describe the key factors that determine whether an applicant's application for a new job is successful. **Note:** Focus on recruitment, selection and onboarding when describing whether an applicant's application is successful.	

Question 3	(Marks: 25)
In today's workplace, diversity is an important issue that is top of mind for both employers and employees alike. While many people may think diversity is limited to race and gender, it goes far beyond that to include aspects such as disability and socioeconomic status. In fact, many organizations also include thinking style, personality and life experience when considering diverse candidates for their business. (Ahmed, 2018) Ahmed, A., 2018. *Types of workplace diversity.* [Online] Available at: https://bizfluent.com/facts-5618840-types-workplace-diversity.html [Accessed 25 September 2019]. **What True Diversity in the Workplace Means** Diversity in the work environment promotes acceptance, respect, and teamwork despite differences in race, age, gender, native language, political beliefs, religion, sexual orientation, or communication styles among employees.	

However, as the workplace becomes more diverse, more issues arise accordingly. HR personnel and recruitment professionals need to be aware of the various challenges associated with diversity so that it can be prevented and addressed. (Hood, n.d.)

Hood, A., n.d. *7 Biggest Diversity Issues in The Workplace.* [Online]

Available at: https://www.thiswayglobal.com/blog/top-diversity-issues-in-the-workplace/

[Accessed 217 Fenruary 2021].

Having read the above two articles, with two important excerpts highlighted above, you decided to write an article for an online South African HR publication with the theme: "*How to manage diversity more effectively in a South African organisation.*"

- Your article should be written in an essay format bearing the criteria and points for consideration in the rubric in mind.
- The contents of your article should be based on relevant contents in Section 6.4 of the textbook, as well as the above two articles.
- All referenced material, including examples, should be correctly in-text referenced.

Criteria	Points for consideration	Marks
Structure of Essay and Clarity of Writing	• Correct essay structure • Logical and coherent flow • Academic tone and clear writing	/3
Content	• Knowledge of subject and correctly applying the contents of the article and the textbook to the requirements of the question.	/13
Substantiation and Analysis	• Substantiation of points • Use of examples and relevance to subject matter	/6
Overall argument	• Comprehensiveness of answer, your interpretation of the requirements of the question based on the contents of the specific section in the textbook and the above article.	/3
	Total	**/25**

Question 4	(Marks: 25)

Generation Gaps

By 2025, millennials will make up 75% of the workforce, and they are changing the work culture. Employees from other generations may have difficulties adapting to changes in the workplace and the work culture that the younger generation are bringing about.

There may also be times that workers from different generations may disagree with how things should be done. (Hood, n.d.)

Hood, A., n.d. *7 Biggest Diversity Issues in The Workplace.* [Online] Available at: https://www.thiswayglobal.com/blog/top-diversity-issues-in-the-workplace/ [Accessed 17 February 2021].

Age and Generation

Age is often categorized by generation, such as baby boomers, Generation X, Y and Z and millennials. While not all people of the same age group think the same way, there are some similarities that are defined by a person's age. For example, Generation Z, born after 1995, hasn't experienced a world without cell phones or the internet. This makes the way they think quite different from those workers who grew up in the 1960s. (Ahmed, 2018)

Ahmed, A., 2018. *Types of workplace diversity.* [Online] Available at: https://bizfluent.com/facts-5618840-types-workplace-diversity.html [Accessed 17 February 2021].

You have been appointed as an HR manager, a newly created position, of an SME, *Nerds Incorporated*, specialising in IT services. The organisation is growing rapidly in both income and talented, highly qualified, Millennial members. The owner, a Gen X, expressed his concern about the lack of interaction between older, both in terms of age and tenure, staff members and the newly appointed ones. He has also read the above articles and is worried that a lack of required management competencies of current managers may have the Millennial members look for greener pastures.

You also read the articles, as well as researched the relevant theory in the textbook. Publish your findings in a **report** with the theme:

- "*From a human resource (HR) perspective,*

- o *why does the need to exist to, and*
- o *how to competently and productively*

- *manage the Millennial generation (i.e. those born between 1982-2003) as they will make up 50% of the workforce by 2020."*

- Your article should be written in an essay format bearing the criteria and points for consideration in the rubric in mind.

- The contents of your article should be based on relevant contents in Section 1.3.3 of the textbook, as well as the above two articles.

- All referenced material, including examples, should be correctly in-text referenced.

Criteria	Points for consideration	Marks
Structure of Essay and Clarity of Writing	• Correct essay structure • Logical and coherent flow • Academic tone and clear writing	/3
Content	• Knowledge of subject and correctly applying the contents of the articles and the textbook to the requirements of the question.	/13
Substantiation and Analysis	• Substantiation of points • Use of examples and relevance to subject matter	/6
Overall argument	• Comprehensiveness of answer, your interpretation of the requirements of the question based on the contents of the specific section in the textbook and the above articles.	/3
	Total	**/25**

Question 5 _____ **(Marks: 15)**

When considering what makes a successful company flourish, experts often point to bosses such as Richard Branson, the founder of Virgin Atlantic, who often is quoted as saying "**Train people well enough so they can leave, treat them well enough so they don't want to.**" (Palmer, 2019)

Palmer, J., 2019. _How to Apply a Motivational Theory to a Work Place._ [Online]

Available at: https://yourbusiness.azcentral.com/apply-motivational-theory-work-place-15252.html [Accessed 17 February 2021].

Discuss the application of the following three motivation theories in a workplace in order to "treat talent well enough so they don't want to leave the organisation."

1.   Herzberg's motivation-hygiene theory;
2.   Locke's goal-setting theory and
3.   Adam's equity theory.

- You will be awarded five marks for each of the three theories.
- You need to consult the above theories and their applications in the workplace in Chapter 7 of the workplace.
- You need to support your above research with recent online articles, including the above one, containing relevant contents on each of the above theories.
- It is important that you apply the contents to the focus of the question, namely, "treat talent well enough so they don't want to leave the organisation."
- All referenced material, including examples, should be correctly in-text referenced.

[TOTAL MARKS: 100]