

INDIVIDUAL ASSIGNMENT

TOPIC: CRITICALLY DISCUSS HUMAN RESOURCE MANAGEMENT FUNCTIONS AND COMPETENCIES OF LINE MANAGERS.

STRUCTURE OF YOUR ASSIGNMENT

1. Title page
2. Table of content
3. Executive summary
4. Introduction
5. A literature review should include:
 - Discuss the devolution of HR functions to line managers
 - Critically discuss the advantages and disadvantages of the devolution of HR-related functions to line managers
 - What are the HR-responsibilities and practices of line managers
 - What competencies do line managers need to implement HRM functions
6. Data analysis. Do a self-assessment by completing the attached questionnaire and report your results. Only use descriptive statistics to calculate your scores
7. Results: Present your scores in graphs and tables
8. Discussion of results. Discuss the scores you have obtained for the self-assessment.
9. Develop a plan for your own professional development and continuous improvement. Your plan should include the following:
 - Self-evaluation, which is based on the student's self-perceived strengths and weaknesses gleaned from the skill assessments provided. In this section, students clarify what insights they gained about themselves from the self-assessments and how the assessments led to a better understanding of the students' full potential in their professional capacity and fit for their desired positions.

- Goals in this area are supplemented with a "gap analysis", whereby students identify their current skills, and needed skills, that are required for successful achievement of their desired career position.
- Compile detailed plans for achieving these goals, including incremental steps.
- Indicate your perceived rewards and benefits for achieving each goal.

10. Conclusion

TECHNICAL ASPECTS:

- All assignments must be typed.
- Length: 10-12 A4-sized including title page, table of content, references and appendices (if any)
- Font: Arial 12. Line spacing: 1 ½.
- Margins: Normal
- Consult at least 10+ resources to support your application of theory/theories.
- All sources must be referenced by acknowledging the author(s), date of publication as well as the relevant page number. Example: Rothmann and Cooper (2015: 42) state that.....
- A resource list must be included as part of the 10-12 pages limit.
- Only electronic copies in **MS word format** uploaded on E-fundi will be accepted no hard copies will be accepted – Submission date: 29 August 2020
- References list
- Appendices

Good luck with your assignment

Yours sincerely

Professor PA Botha

APPENDIX A: QUESTIONNAIRE FOR SELF-ASSESSMENT

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

Male	Female
1	2

2. Age group

20 – 29	1
30 – 39	2
40 – 49	3
50 – 59	4
60 and older	5

SECTION B: LINE MANAGERS PERCEIVED HRM IMPLEMENTATION EFFECTIVENESS SURVEY

Items	Strongly disagree	Disagree	Not sure	Agree	Strongly Agree
1. In my opinion, I contribute to the success of the HR policy in my organisation	1	2	3	4	5
2. I think I am performing well in executing my HRM responsibilities	1	2	3	4	5
3. With regard to my HR tasks, I think I am a good line manager	1	2	3	4	5

SECTION C: LINE MANAGERS HR-RELATED COMPETENCY ASSESSMENT SURVEY

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree
1. HR Knowledge							
1.1 HR-related business knowledge							
1. I fully understand the role of HR practices in my organisation's value creation process.	1	2	3	4	5	6	7
2. I fully understand the value of HR policy and HR practices according to the organisation's strategy.	1	2	3	4	5	6	7
3. I fully understand what the organisation intends to achieve through the implementation of HR practices.	1	2	3	4	5	6	7
4. I fully understand the ultimate goals of my organisation's HR policy and HR practices.	1	2	3	4	5	6	7
1.2 HR practices knowledge							
5. I have the appropriate experience to implement HR practices.	1	2	3	4	5	6	7
6. I know exactly what needs to be done for HR practices to achieve results as intended.	1	2	3	4	5	6	7
7. I have enough legal knowledge to implement HR practices in our department.	1	2	3	4	5	6	7

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree
8. I figure out the obstacles to implement HR practices in our department.	1	2	3	4	5	6	7
2. HR COMMUNICATION							
2.1 HR delivery							
9. I effectively communicate with my subordinates regarding HR information of the organisation and team.	1	2	3	4	5	6	7
10. I convey enough information about the HR policies/practices/process of organisation and team.	1	2	3	4	5	6	7
11. I explain in easy terms what is expected of subordinates through HR practices.	1	2	3	4	5	6	7
12. I clearly inform subordinates about what behaviours are expected and rewarded.	1	2	3	4	5	6	7
2.2 Interaction with the HR department							
13. I cooperate with the HR department regarding the implementation and delivery of HR practices.	1	2	3	4	5	6	7
14. I build a good relationship with the HR department regarding HR tasks.	1	2	3	4	5	6	7
15. I share useful HR-related information with the HR department.	1	2	3	4	5	6	7
3. HR DEVELOPMENT							
3.1 Coaching & Mentoring							

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree
24. I resolve conflicts regarding HR-related decision-making processes through open discussions and debates.	1	2	3	4	5	6	7
25. I always figure out the underlying issues of conflicts regarding the HR-related decision.	1	2	3	4	5	6	7
26. I understand subordinates' attitude, interest, and demand for HR practices.	1	2	3	4	5	6	7
27. I listen to the subordinates' opinion about the way of applying HR practices.	1	2	3	4	5	6	7
5. HR COMPLIANCE							
5.1 Compliance with HR regulation							
28. I implement HR practices in compliance with HRM guidelines.	1	2	3	4	5	6	7
29. I follow the rules and procedures of HR practices.	1	2	3	4	5	6	7
30. I apply the way of conducting HR functions according to the organisational HR strategy.	1	2	3	4	5	6	7
5.2 HR fairness							
31. I make HR-related decisions in a fair and transparent manner.	1	2	3	4	5	6	7
32. I do not make HR-related decisions based on favouritism	1	2	3	4	5	6	7
33. I do not give preferential treatment to anyone based on relationships.	1	2	3	4	5	6	7
6. HR CHARACTERISTICS							

HR Competencies	Strongly disagree	Disagree	Somewhat disagree	Neither agree or disagree	Somewhat agree	Agree	Strongly Agree
6.1 HR motivation							
34. I have a strong desire for learning about various HR-related experiences.	1	2	3	4	5	6	7
35. I have a real enthusiasm to effectively perform HR practices.	1	2	3	4	5	6	7
36. I take the initiative to improve my HR-related knowledge and skills.	1	2	3	4	5	6	7
37. I endeavour to implement HR practices despite time constraints.	1	2	3	4	5	6	7
6.2 HR responsibilities							
38. I feel a sense of obligation to effectively fulfil HR-related roles in our department.	1	2	3	4	5	6	7
39. I have a sense of responsibility to implement HR policies and practices in my department.	1	2	3	4	5	6	7