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TO WHOM IT MAY CONCERN

The MBA and PgDip students have to do a group assignment on the topic: ***Explaining effective HRM implementation: The role and HR-related functions of line managers and challenges experienced in effective HRM implementation practices***

As part of the study the students have to conduct a quantitative cross-sectional survey amongst line managers to measure:

- Line managers' perceived HRM implementation effectiveness
- Organisational factors such as organisational support and red tape that affect the effectiveness of line managers' HR implementation
- Individual factors such as HR related competency, motivation and capacity (time) that impact the effectiveness of line managers' HR implementation
- Interpersonal factors such as HR support, supervisor support and coworkers support to influence the effectiveness line managers' HR implementation

The research is for educational purposes only to enable students to acquire basic empirical research skills. The research will not be published or available in the public domain. The questionnaires of respondents are confidential, and anonymity is guaranteed. The students will not attach the completed questionnaires in their research reports. Once the data has been captured and analysed, the students were instructed to destroy the questionnaires. Therefore, no ethical clearance or formal approval is needed to conduct the study. Thank you for understanding and your willingness to participate in the study. Your contribution is essential for developing the research skills of our students.

Yours faithfully

A handwritten signature in black ink, appearing to read "Botha".

Professor PA Botha