higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

(4110435)

11 November 2022 (X-paper)
09:00–12:00

This question paper consists of 7 pages.

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N5
TIME: 3 HOURS
MARKS: 200

NOTE: If you answer more than the required number of questions, only the required number of questions will be marked. All work you do not want to be marked must be clearly crossed out.

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions in SECTION A.
2. Answer any FOUR questions in SECTION B.
3. Read all the questions carefully.
4. Number the answers according to the numbering system used in this question paper.
5. Start each section on a new page.
6. Use only a blue or black pen.
7. Write neatly and legibly.

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SECTION A (COMPULSORY)

QUESTION 1

Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1–1.10) in the ANSWER BOOK. Correct the statement if it is false.

1.1 Resignation, pension, and boarding are all types of termination initiated by an employee.

1.2 Incentive schemes are established to motivate employees to be as productive as possible.

1.3 Knowledge, understanding, and work pressure are factors of the Peromnes system.

1.4 Job evaluation is the first step in reward management.

1.5 Individual interviews, as a method of job analysis, are conducted with employees not holding specific jobs.

1.6 The encounter stage of induction starts when an employee accepts the offer of employment.

1.7 Reliability means that a test will provide the same result every time it is performed.

1.8 Personnel management is the study of how people are managed in enterprises in order for them to be productive.

1.9 Case studies are verbal or written descriptions of real-life situations.

1.10 Screening is the evaluation method that is often used in the process of performance appraisal and employee development.

(10 × 2) **[20]**

QUESTION 2

Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–K) next to the question number (2.1–2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
2.1	Employees rotate to different functional areas of the organisation	A	staff turnover
2.2	Takes place at the actual workstation	B	take-home pay
2.3	Movement into and out of an enterprise by a workforce	C	job rotation
2.4	Amount of money an employee receives after deductions	D	the Hay method
2.5	Process of regular payments as a reward to employees for their effort	E	on-the-job training
2.6	Also known as the Hay guide chart profile method	F	the ranking method
2.7	Very cheap and simple method of job analysis	G	panel interview
2.8	Interview conducted by a group of three to five interviewers	H	aptitude test
2.9	Ability of a person to perform a particular task	I	salary administration
2.10	Systematic gathering and interpretation of information	J	off-the-job training
		K	research

(10 × 2) **[20]**

TOTAL SECTION A: 40

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SECTION B

Answer any FOUR questions in this section.

QUESTION 3

Victoria Phenyo is a general manager of Malebo Fried Chicken (Pty) Ltd in Pretoria. She knows that as the manager, she must make sure that the recruitment policy is properly drawn up and will provide guidelines for obtaining staff and for managing and governing the recruitment of candidates by spelling out the objectives of the recruitment process and explaining the process.

Answer the following questions with regard to recruitment:

3.1 Briefly define the term *recruitment* in your own words. (5)

3.2 Discuss the aims of recruitment. (5 × 2) (10)

3.3 As the human resource manager, you are responsible for compiling the recruitment policy for the company.

Name the aspects to be included in the policy. (5 × 2) (10)

3.4 Identify FIVE external factors influencing recruitment in South Africa. (5 × 2) (10)

3.5 Name FIVE internal sources of recruitment. (5)

[40]

QUESTION 4

4.1 Various methods may be used to assess the potential of applicants as part of the selection process.

Name SIX common techniques/assessments used to improve selection decisions. (6)

4.2 Explain FOUR characteristics that a selection test should have to be valid and reliable. (4 × 2) (8)

4.3 Equity processes are necessary to ensure proper representation of all groups in South Africa.

Explain how the employment equity plan can be prepared and implemented. (5 × 2) (10)

4.4 Name and explain THREE components of an induction programme. (3 × 2) (6)

4.5 Provide management with FIVE guidelines for effective induction. (5 × 2) (10)

[40]

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QUESTION 5

5.1 Before a performance appraisal system can be put in place, there should be a clear agreement between employees and management about the objectives of the appraisal.

Answer the following questions with regard to performance appraisal:

5.1.1 Name FIVE objectives of performance appraisal. (5 × 2) (10)

5.1.2 Performance appraisal can be challenging.

Explain FIVE problems that the manager can experience with the evaluation of staff. (5 × 2) (10)

5.1.3 Discuss the methods of overcoming problems related to the evaluator. (5 × 2) (10)

5.2 Briefly define the term *job evaluation.* (5)

5.3 Name FIVE disadvantages/limitations of job evaluation. (5)

[40]

QUESTION 6

6.1 Job rotation means that employees take turns to complete various components that make up an entire job, e.g. a production process. Rotated employees are moved laterally from jobs at planned intervals. The employees might also rotate to different functional areas of the organisation.

Answer the following questions based on job rotation:

6.1.1 Provide FIVE guidelines for effective job rotation. (5)

6.1.2 Discuss FIVE benefits of job rotation. (5 × 2) (10)

6.1.3 State FIVE limitations of job rotation. (5 × 2) (10)

6.2 Explain TWO types of staff turnover. (2 × 2) (4)

6.3 Absenteeism is a problem in your company.

Advise management on SIX methods to overcome this problem. (6)

6.4 Name FIVE factors causing staff turnover. (5)

[40]

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QUESTION 7

7.1 Briefly explain the following terms relating to human resource management:

7.1.1 On-the-job training

7.1.2 Off-the-job training

7.1.3 Training

7.1.4 Reward management

7.1.5 Career development

7.1.6 Management by objectives

7.1.7 Absenteeism

(7 × 3) (21)

7.2 Explain THREE advantages of fringe benefits. (3 × 2) (6)

7.3 Name THREE guidelines for successful training. (3)

7.4 The starting point of self-development is people understanding their work, career, and life goals.

Explain the responsibilities of employees regarding self-development in FIVE steps. (5 × 2) (10)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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