higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

INTRODUCTORY PERSONNEL MANAGEMENT N4

31 May 2021

This marking guideline consists of 5 pages.

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SECTION A

QUESTION 1

1.1 False
1.2 True
1.3 True
1.4 False
1.5 True
1.6 True
1.7 False
1.8 True
1.9 True
1.10 True
1.11 False
1.12 False
1.13 False
1.14 True
1.15 True
1.16 False
1.17 False
1.18 True
1.19 True
1.20 True

(20 × 2) **[40]**

QUESTION 2

2.1 F
2.2 A
2.3 B
2.4 D
2.5 E

(5 × 2) **[10]**

TOTAL SECTION A: 50

SECTION B

QUESTION 3

3.1
- Make the first days easier, and to acquaint the employee with the basics of the enterprise.
- Instil a positive attitude towards the enterprise.
- Ensure that the employee becomes productive as soon as possible.
- Help create realistic employee expectations.
- To save the time of supervisors and colleagues in the long run. (5 × 2) (10)

3.2
- To work productively.
- To comply with reasonable instructions
- Not to start trouble.
- To behave well.
- To be loyal
- Not to reveal employer secrets
- Not to deal dishonestly with employer's property
- To perform faithfully and diligently
- Not to compete, in their private capacity, with the business of the employer.
- To be honest. (Any 5 × 2) (10)

3.3
- Labour relations Act
- Basic conditions of employment Act
- Occupational safety and health Act
- Compensation for occupational Injuries and disease Act
- Wage Act
- Unemployment Insurance Act
- Employment Equity Act Skills Development Act (Any 5 × 1) (5)

[25]

QUESTION 4

4.1
- The social-environment
- The political environment
- The economic environment
- The technological environment
- The physical environment
- The international environment (6)

4.2
- Loss of Sales
- Shortage of resources
- Seasonal change
- Economic downturn
- Production delays
- Technological change and mechanisation
- Increased competition
- Relocation of enterprises
- Takeovers and mergers (9)

4.3
- Public co-corporations
- Public authorities
- Government enterprise (Any 2 × 1) (2)

4.4
- Suits a single business
- Ensures management control of results
- Promotes in-depth functional expertise
- Makes it easier to develop specialised competencies
- Enhances operating efficiency in each functional area
- Ensures that each employee has a clear understanding of where he/she/'fits in'
- Facilitates the development of a cohesive 'team spirit' within each function.

(Any 4 × 2) (8)
[25]

QUESTION 5

5.1
- Planning
- Organising
- Leading
- Controlling (4)

5.2
- Upward communication
- Downward communication
- Horizontal communication (3)

5.3 Step 1: Assess the enterprise in terms of attractiveness to potential employees.

Step 2: Obtain approval for a position in terms of necessity and budget.

Step 3: Update the job description and the resulting job specification

Step 4: choose the recruitment media

Step 5: Develop and place the job advertisement with closing date for responses

Step 6: Evaluate applications

Step 7: Compile a list for initial interviews, and contact unsuccessful applicants. (7 × 2) (14)

5.4
- Narrow span of control✓ – means that managers have relatively few subordinates reporting to them.✓
- Wide span of control✓ – means that managers have too many subordinates reporting to them.✓ (2 × 2) (4)

[25]

QUESTION 6

6.1
- Improve performance
- Update employee's skills and knowledge
- Solve organisational problems
- Orientate new employees
- Prepare for promotion
- Satisfy personal growth needs. (Any 5 × 2) (10)

6.2
- Sole proprietor
- Partnership
- Close Corporation
- Company
- Franchise (5)

6.3
- A win-lose situation, where two parties pursue the same goal and only one party can win
- Where two parties disagree on how to reach a goal
- Where senior employees abuse their authority over junior employees
- Where two parties have different perceptions
- When change is implemented and people feel threatened by it. (5 × 2) (10)

[25]

TOTAL SECTION B: 100
GRAND TOTAL: 150

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