higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

INTRODUCTORY PERSONNEL MANAGEMENT N4

(460364)

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DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE
INTRODUCTORY PERSONNEL MANAGEMENT N4
TIME: 3 HOURS
MARKS: 150

INSTRUCTIONS AND INFORMATION

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

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SECTION A

QUESTION 1

Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1–1.20) in the ANSWER BOOK.

1.1 All strikes are legal.

1.2 Conflict refers to a clash between individuals.

1.3 Planning is the key to being organised.

1.4 Delegation is a loss of managerial control.

1.5 A public company must register a name that ends with the word 'Limited'.

1.6 The *span of control* refers to the number of subordinates who reports directly to a particular manager.

1.7 *Narrow span of control* means a manager has relatively many subordinates reporting to him/her.

1.8 *Expert power* is based on the leader's personal expertise in a given field or situation.

1.9 *Authority* refers to the powers and rights to do certain things.

1.10 *Ability* refers to an individual's capacity to perform various tasks.

1.11 Examples of esteem needs are breathing, food, water, sleep and shelter.

1.12 *Solidarity* refers to union of noninterest.

1.13 Leading does not involve directing and influencing.

1.14 *Communication* is an exchange of information between people.

1.15 *Selection* includes the use of application forms, CVs and interviews.

1.16 *Ego* is also called acceptance need.

1.17 Prejudice is a positive conflict.

1.18 Dismissal results from unsatisfactory job performance.

1.19 Workers exchange their labour and time in return for a salary or wage.

1.20 Labour relations form part of Industrial Relations.

(20 × 2) **[40]**

QUESTION 2

Choose an item from COLUMN B that matches a description in COLUMN A. Write only the letter (A–F) next to the question number (2.1–2.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
2.1	Managers have relatively many subordinates reporting to them	A	goals
2.2	Specific measurable targets that must be met	B	narrow span of control
2.3	Managers have few subordinates reporting to them	C	managers
2.4	Both master and servant of workers and employers	D	state
2.5	The end-buyer of a product	E	customer
		F	wide span of control

(5 × 2) (10)
[50]

TOTAL SECTION A: 50

SECTION B

QUESTION 3

3.1 State FIVE aims of induction. (5 × 2) (10)

3.2 List FIVE specific responsibilities of workers to management. (5 × 2) (10)

3.3 Name any FIVE laws/acts which govern the effective working relationship in the workplace. (5)
[25]

QUESTION 4

4.1 Name the SIX sub-areas of the external macro-environment. (6)

4.2 List NINE reasons why an organisation would retrench employees. (9)

4.3 Name TWO categories of the public sector. (2)

4.4 Briefly explain FOUR advantages of a functional structure. (4 × 2) (8)
[25]

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QUESTION 5

5.1 Name the FOUR key management tasks. (4)

5.2 List THREE channels of communication. (3)

5.3 Re-arrange the following steps in the recruitment process into their logical order:

- Update the job description and the resulting job specification
- Develop and place the job advertisement with a closing date for responses
- Obtain approval for a position in terms of necessity and budget
- Evaluate applications
- Choose the recruitment media
- Compile a list for initial interviews, and contact unsuccessful applicants
- Assess enterprise in terms of attractiveness to potential employees.

(7 × 2) (14)

5.4 Define TWO types of span of control. (2 × 2) (4)

[25]

QUESTION 6

6.1 Briefly explain aims of training relative to career development. (5 × 2) (10)

6.2 Name FIVE forms of enterprise. (5)

6.3 Discuss FIVE causes of conflict. (5 × 2) (10)

[25]

TOTAL SECTION B: 100
GRAND TOTAL: 150

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