higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# NATIONAL CERTIFICATE

# INTRODUCTORY PERSONNEL MANAGEMENT N4

(4110364)

**9 October 2020 (X-paper)**
**09:00–12:00**

**This question paper consists of 6 pages.**

215Q1B2009

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# DEPARTMENT OF HIGHER EDUCATION
# REPUBLIC OF SOUTH AFRICA

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

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**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

Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–J) next to the question number (1.1–1.10) in the ANSWER BOOK.

| COLUMN A | | COLUMN B | |
|---|---|---|---|
| 1.1 | When managers have too many subordinates reporting to them | A | physical environment |
| 1.2 | The key to being organised | B | customers |
| 1.3 | The availability of resources as well as environmental factors such as pollution | C | ability |
| 1.4 | Factors that influence the monetary aspects of the enterprise | D | economic environment |
| 1.5 | It refers to the owners of an enterprise which employs individuals | E | close corporation |
| 1.6 | The other terms are consumers or clients | F | planning |
| 1.7 | The name always ends with 'CC' | G | delegation |
| 1.8 | The act of assigning formal authority and responsibility for the completion of specific activities to a subordinate | H | employers |
| 1.9 | Can be defined as an individual's capacity to perform various tasks in a work environment | I | communication |
| 1.10 | Transfer of a message from a sender to a receiver | J | wide span of control |

(10 × 2) **[20]**

## QUESTION 2

Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (2.1–2.10) in the ANSWER BOOK.

2.1 Transfer is when a currently employed employee is moved horizontally or laterally to another department or position.

2.2 Collective bargaining is the method used in negotiations between representatives of employers and employees.

2.3 Workers exchange their labour and time in return for a salary or wages.

2.4 Strikes can take place as a result of employees being happy at work.

2.5 Promotion is moving a currently employed person to a lower level/rank job in the hierarchy of the organisation.

2.6 Retrenchment is the termination of service of an employee because of factors beyond the control of the employer.

2.7 Induction is the process of welcoming and receiving employees when they first join an enterprise.

2.8 Communication is the transfer of information between people.

2.9 A group can be defined as a number of individuals who do not know each other.

2.10 Narrow span of control refers to when managers have a lot of subordinate reporting to them.

(10 × 2) **[20]**

## QUESTION 3

Give ONE term for each of the following descriptions by writing it next to the question number (3.1–3.5) in the ANSWER BOOK.

3.1 An ability within an individual to do something

3.2 It means self-respect

3.3 In the economy consisting of all those businesses which are privately owned

3.4 Individuals who started or bought the business

3.5 The study of human behaviour

(5 × 2) **[10]**

**TOTAL SECTION A: 50**

## SECTION B

## QUESTION 4

4.1 List THREE channels of communication. (3)

4.2 List EIGHT South African laws/acts that govern the effective working relationship in the workplace. ( 8 × 2) (16)

4.3 List SIX types of strikes. (6)
**[25]**

## QUESTION 5

5.1 Re-arrange the following steps in the selection process into the logical order.

5.1.1 Arrange physical examination where appropriate.

5.1.2 Screen completed job applications.

5.1.3 Finalise the choice and appoint the most suitable candidate to the position.

5.1.4 Conduct initial screening interviews.

5.1.5 Make an offer of employment including what salary and benefits will be paid.

5.1.6 Conduct in-depth final interview with short list candidates.

5.1.7 Conduct reference checks.

5.1.8 Assess potential and ability to learn on the job utilising psychological testing.

( 8 × 2) (16)

5.2 List NINE external sources of recruitment. (9)
**[25]**

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## QUESTION 6

6.1 Name FOUR different types of induction. (4)

6.2 Name FIVE causes of conflict. (5 × 2) (10)

6.3 Differentiate between *line* and *staff managers*. (2 × 2) (4)

6.4 Name FIVE bases of power according to J. French and B. Raven. (5)

6.5 Define the term *span of control*. (2)

**[25]**

## QUESTION 7

7.1 What are the number of people/parties involved in the following forms of enterprises:

7.1.1 Sole proprietor

7.1.2 Partnership

7.1.3 Close corporation

7.1.4 Private company

7.1.5 Public company

(5 × 2) (10)

7.2 Organising is an important management task.

Briefly describe the FOUR steps involved in the organising process. (4 × 2) (8)

7.3 Which level of management makes strategic long-term decisions? (2)

7.4 Name FIVE levels of needs according to Maslow's hierarchy. (5)

**[25]**

**TOTAL SECTION B: 100**
**GRAND TOTAL: 150**

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