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REPUBLIC OF SOUTH AFRICA

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JUNE EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

12 June 2013 (Y-Paper)
13:00–16:00

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 N4
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. SECTION A is COMPULSORY and must be answered by ALL the candidates in the ANSWER BOOK.
2. Answer any FOUR questions from SECTION B.
3. Read ALL the questions carefully.
4. Number the answers according to the numbering system used in this question paper.
5. Write neatly and legibly.

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SECTION A (COMPULSORY)

QUESTION 1

1.1 Give ONE word/term for each of the following descriptions by choosing a word(s)/term from the list below. Write only the word(s)/term next to the question number (1.1.1–1.1.10) in the ANSWER BOOK. Each word(s)/term may only be used ONCE.

human resources manager; questionnaire; line structure; line and staff; wide span of control; open, participative; closed, threatening; division of labour; organogram; productivity; human resources audit; closed span of control

1.1.1 It indicates the lines of communication in a firm

1.1.2 Ratio of output to input

1.1.3 This structure makes provision for experts

1.1.4 Also referred to as one of the cheapest methods of gathering information

1.1.5 The traditional and simplest form of an enterprise structure

1.1.6 It refers to the supply side of the HR planning

1.1.7 Managers have many subordinates reporting to them

1.1.8 One of the characteristics of this culture is that morale is low and any incident can spark industrial action

1.1.9 Tasks are broken down into small components

1.1.10 This person is responsible for the smooth running of the human resources department

(10 × 2) (20)

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1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 A medical aid benefit is an example of an employee benefit.

1.2.2 A support function in a business is any function that supports the core business of a company.

1.2.3 A closed, threatening organisational climate emphasises management by objectives and participation.

1.2.4 A job description is a description of duties, relationships of authority and responsibilities of a person appointed to a specific position.

1.2.5 A grievance is any dissatisfaction, sense of injustice or unfairness an employee feels in connection with his/her work or employment situation.

1.2.6 In a line organisation structure authority is delegated by means of a horizontal line.

1.2.7 Delegation is loss of managerial power.

1.2.8 A Code of Conduct is a set of rules, which outlines the acceptable behaviour of people working in an organisation.

1.2.9 A personnel manager is responsible for the production department.

1.2.10 A trade union is a group of workers in the same business or industry recognised by law, who group themselves together to protect themselves from exploitation by their employers.

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

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SECTION B

Answer any FOUR questions in this section.

QUESTION 2

2.1 The newly appointed College Council of Kusasa FET College has instructed the Human Resources Manager to conduct a human resources audit and compile a comprehensive report for presentation on the next College Council meeting.

2.1.1 Briefly define the *human resources audit*. (2)

2.1.2 State FIVE characteristics of the human resources audit. (5 × 2) (10)

2.1.3 Advise the HR manager on FIVE activities to be carried out during the audit. (5 × 2) (10)

2.2 The Human Resources Manager of Kusasa FET College works under pressure to meet deadlines as per instruction of the College Council. He then decides to delegate some of his tasks to the Assistant Manager.

2.2.1 Suggest SIX barriers that can prevent the delegation of work. (6 × 2) (12)

2.2.2 Give THREE advantages of delegation of authority. (3 × 2) (6)
[40]

QUESTION 3

Read the following advertisement that recently appeared in the newspaper and answer the questions that follow:

LECTURER: PERSONNEL MANAGEMENT (Supervisor: Senior Lecturer)
Kusasa FET: Long Walk Campus

Commencing Salary: R154 000 per annum

Requirements: A relevant 3 year diploma/degree/professional qualification. Trained assessor. Good communication skills (verbal and written). Computer skills. 3 years experience at an FETC.

Key Performance Area: Lecturing at an FET College

Duties: Delivery of teaching and learning. Classroom administration. Conducting of assessments. Students' guidance and support.

3.1 Name and briefly define TWO documents that were used to compile the above mentioned advertisement. (3 × 2) (6)

3.2 State FIVE areas of job specification information and support it with examples from the above advertisement. (5 × 2) (10)

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3.3 Name FIVE areas of job description information and support it with examples from the advertisement on page 5. (5 × 2) (10)

3.4 Name the document used to collect job information. (2)

3.5 State FIVE uses of job analysis information. (5 × 2) (10)

3.6 What type of medium was used by this College to advertise the post? (2 × 1) (2)
[40]

QUESTION 4

4.1 Discuss organisation structures as follows:

4.1.1 Draw a simple diagram illustrating a line structure. (10)

4.1.2 State FOUR advantages of a line organisation structure. (4 × 2) (8)

4.1.3 State FOUR disadvantages of a line organisation structure. (4 × 2) (8)

4.2 State FIVE measures that the personnel department can implement to ensure a safe and healthy working environment. (5 × 2) (10)

4.3 Name TWO types of span of control. (2 × 1) (2)

4.4 Briefly define a *skills inventory*. (2)
[40]

QUESTION 5

5.1 Discuss FIVE advantages of an open, participative organisational climate. (5 × 2) (10)

5.2 State FIVE objectives of method study. (5 × 2) (10)

5.3 State FOUR internal and FOUR external factors that may have an influence on human resources planning. (8 × 2) (16)

5.4 Name TWO objectives of the skills inventory. (2 × 2) (4)
[40]

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QUESTION 6

6.1	Organisations use work studies to improve productivity. State SIX advantages of a work study.	(6 × 2)	(12)
6.2	State FIVE techniques of work measurement.	(5 × 2)	(10)
6.3	Give SEVEN reasons why South Africa experiences a decline in productivity.	(7 × 2)	(14)
6.4	List FOUR additional management tasks.	(4 × 1)	(4)
			[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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