higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

BUSINESS STUDIES

N1190(E)(J24)H
JUNE EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

24 June 2014 (Y-Paper)
13:00–16:00

This question paper consists of 10 pages.

Copyright reserved

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.
2. Answer only 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.

BUSINESS STUDIES

Copyright reserved

SECTION A (COMPULSORY)

QUESTION 1

Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.1–1.25) in the ANSWER BOOK.

1.1 Wide span of control means that management have many subordinates reporting to them.

1.2 Functional authority refers to when a manager is in position of being a non-expert on a specific subject.

1.3 A line structure is a complex structure and difficult to understand.

1.4 Job description is a statement that spells out human capacities necessary to perform a task.

1.5 An incumbent's diary is a structured sheet which allows the incumbent to fill in information.

1.6 A manager has authority over persons who report directly to him.

1.7 One of the characteristics of a closed, threatening enterprise culture is that output results are high.

1.8 Delegation is the act of assigning formal authority, accountability and responsibility for performing a specific task to a subordinate.

1.9 Job analysis refers to a brief collection of job information.

1.10 A human resource audit looks at the supply side of the enterprise and the quality of existing employees.

1.11 In the narrow span of control managers have relatively few subordinates reporting to them.

1.12 Communication is a transfer of a message from a sender, through a channel, to a receiver.

1.13 One of the advantages of a line structure is that they are cheap to set up.

1.14 The nature of a task can influence the span of control.

1.15 Human resource audit deals with the future.

1.16 Staff functionaries have enforceable authority over all employees in the enterprise.

BUSINESS STUDIES

Copyright reserved

1.17 Initiative is one of the items that falls under the job description.

1.18 Performance evaluation results are recorded in the skills inventory.

1.19 The span of control refers to the positions of subordinates who report directly to the particular manager.

1.20 Management can delegate authority to subordinates at any time.

1.21 Work study refers to the scientific observation of all labour-related issues in the workplace.

1.22 Line and staff structure makes provision for experts.

1.23 Reasons why employees resist change are: it's a habit, do not want to lose their existing benefits, their involvement and facing new challenges.

1.24 Resistance against change can be overcome through communication and manipulation.

1.25 The role of the personnel manager in the change process is to continuously evaluate the critical performance areas of the change process but they are not allowed to identify and recommend individuals who could be instrumental in the change process.

(25 × 1) **[25]**

QUESTION 2

Give ONE word/term for each of the following descriptions by choosing a word/term from the list below. Write only the word/term next to the question number (2.1–2.15) in the ANSWER BOOK

questionnaire; job specification; functional organisation structure; external factors; informal organisation; structured interview; training; remuneration package; observation; compensation management; safety and health measures; productivity; job description; work measurement; span of control; job depth; line organisation structure; method study

2.1 It states what an incumbent does, how it is done and why it is done

2.2 One of the most widely used methods of gathering information

2.3 It states the minimum acceptable qualifications that an employee must possess to perform a given job successfully

2.4 Management of a system where individuals are rewarded for their work

2.5 The keeping of confidential and complete medical records

BUSINESS STUDIES

Copyright reserved

2.6 The ratio of output to input

2.7 The acquisition of specific work-related skills in order to comply with the outputs of the enterprise

2.8 The determination of a period of time that it takes for an incumbent to complete a task

2.9 Trade unions, government regulations and economic conditions fall under these aspects

2.10 During this process the incumbent will be asked direct, planned questions

2.11 Referred to as a network of personal and social relationships between individuals in the working environment of an organisation

2.12 Refers to the number of employees reporting to one manager

2.13 A worker is allowed to plan and organise his/her own work

2.14 Forms part of a job description

2.15 A structure built on the line and staff structure by placing experts in line positions in certain aspects

(15 × 1) **[15]**

TOTAL SECTION A: 40

BUSINESS STUDIES

Copyright reserved

SECTION B: Answer any FOUR questions from this section.

QUESTION 3

Read the case study below and answer the questions.

De La Rey's Hardware and Building Materials is a very successful business venture. The business has grown rapidly over a period of twenty years and has branches all over the country. The CEO of De La Rey's wants to overhaul the business in order for it to fit in with the times and be able to compete comfortably within the business market. A business consultant has been hired for a period of one year in order to assist the company with its new business plan. The consultant will work with all departmental heads to ensure that he has a thorough understanding of this venture.

De La Rey's has departmental heads for their three main departments, namely hardware, building material and garden as well as outdoor. The garden and outdoor department was added later because of public interest and enquires. The hardware department has two supervisors reporting to the departmental head. Each supervisor manages five employees. The building material department has only one supervisor and a further five employees working in the department. The garden and outdoor department also has two supervisors with five employees each reporting to them.

3.1 What type of organisation structure is found in De La Rey's Hardware and Building Materials?

Give a reason for your answer. (2)

3.2 Name the departments within De La Rey's Hardware and Building Materials. (3)

3.3 What is the total number of staff involved in De La Rey's Hardware and Building Materials? (1)

3.4 State FOUR advantages and FOUR disadvantages of the organisation structure of De La Rey's Hardware and Building Materials. (4 + 4) (8)

3.5 Name and explain the TWO types of authority the business consultant has at De La Rey's Hardware and Building Materials. (3 + 3) (6)

3.6 Span of control plays a major role in the success of the organisation.

Explain the term *span of control* and also name the TWO types thereof. (3 + 2) (5)

3.7 Use the information above and your own knowledge to illustrate the organisational structure of De La Rey's Hardware and Building Materials. (15)

[40]

BUSINESS STUDIES

QUESTION 4

Read the case study below and answer the questions.

Blue Thru is a manufacturing organisation, where management encourages and rewards risk-taking and change. Decisions based on intuition are valued as much as those that are well rationalised. Management prides itself of its history of experimenting with new technologies and its success in regularly introducing innovative products. Managers or employees who have good ideas are encouraged 'to run with it then'. And failures are treated as 'learning experiences'. The organisation prides itself on being market-driven and rapidly responsive to the changing needs of its customers.

There are few rules and regulations for employees to follow, and little supervision because management believes that its employees are hardworking and trustworthy. Management is concerned with high productivity, but believes that this comes through treating its people well. The organisation is proud of its reputation as being a good place to work.

4.1 Answer the following questions based on culture:

4.1.1 Name the organisation culture of Blue Thru. (1)

4.1.2 Refer to the information given in the case study and give TEN reasons for your decision of the organisation culture of Blue Thru. (10 × 1) (10)

4.1.3 State the advantages of the organisation culture named in QUESTION 4.1.1.
NOTE: (Do not use information from the case study). (5 × 2) (10)

4.2 It is clear that the management of Blue Thru is not afraid to make changes.

Give FIVE general reasons for an organisation to make changes.
NOTE: Do not use information from the case study. (5 × 1) (5)

4.3 Employees are not always willing to change and therefore resist change.

Give SEVEN reasons why employees resist proposed changes. (7 × 2) (14)
[40]

BUSINESS STUDIES

Copyright reserved

QUESTION 5

5.1 For the management of De La Rey's to be successful, delegation of authority is a key factor.

Discuss delegation of authority under the following:

5.1.1 Define *delegation of authority.* (3 × 1) (3)

5.1.2 Name the THREE pillars on which successful delegation of authority is built. (3 × 1) (3)

5.1.3 State FOUR advantages of delegation of authority for De La Rey's. (4 × 1) (4)

5.1.4 Name FIVE barriers to successful delegation of authority. (5 × 1) (5)

5.2 Name the FOUR basic tasks and FIVE additional tasks of management within an organisation. (4 + 5) (9)

5.3 It is important for De La Rey's to do regular work study exercises to maintain their position in the market as well as to ensure future growth.

State SIX advantages of doing work study. (6)

5.4 State TEN criteria that are used to ensure productivity within De Le Rey's. (10)
[40]

BUSINESS STUDIES

QUESTION 6

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

OLD MUTUAL – HEAD OFFICE CAPE TOWN

MANAGER – HUMAN RESOURCE DEPARTMENT (Level 7 position)

Commencing salary: R356 000 per annum

Old Mutual with their head office in Pinelands, Cape Town is looking for a dynamic, innovative manager to manage the HR Department

Requirements: The applicant must have a B Com (Psychology) degree and at least three years management experience. The applicant should also have good communication skills. Applicant should have specific knowledge of the Peromnes and Hay methods to do annual performance evaluations.

Duties: The purpose of the job is to ensure that departmental and organisation goals with reference to skills training and staff development are achieved. Key performance areas are: Training of staff to improve their abilities; regular workshops with various departments to ensure that they are informed about labour changes, performance evaluation twice a year.

The manager must evaluate the working conditions of Old Mutual to ensure that the organisation comply with the health and safety regulations, review the health and safety plan at the end of the year

The successful candidate is entitled to: 13th cheque at the end of the financial year, car allowance, subsidised membership of an approved medical scheme and membership of the Old Mutual pension scheme.

For general enquiries and further details, contact Mr Joseph Malinga. His contact numbers are: 021-981 1516 (w) or 0847679342 (Cell).

The closing date for the applications is 28 July 2014.

6.1 What process was used to collect job information for this advertised post? (1)

6.2 State SIX uses of the information gathered in the process named in QUESTION 6.1. (6 × 1) (6)

6.3 TWO documents were used to compile the advertisement.

Name and briefly explain the TWO documents. (2 × 3) (6)

6.4 Give FIVE examples of job description information from the advertisement. (5 × 1) (5)

BUSINESS STUDIES

Copyright reserved

6.5 Name the FOUR methods of job analysis that the Human Resource Department can use to analyse the jobs of staff at Old Mutual. (4)

6.6 Refer to the information in the advertisement and name FOUR employee benefits that the successful applicant qualifies for. (4 × 1) (4)

6.7 State SEVEN measures an organisation can take to ensure a healthy and safe working environment. (7 × 2) (14)
[40]

QUESTION 7

7.1 State SIX objectives of the human resources department. (6 × 2) (12)

7.2 Name the FOUR categories that contain the activities of the Human Resource Department. (4 × 1) (4)

7.3 Discuss human resource planning under the following:

7.3.1 Explain human resource planning in detail. (5 × 1) (5)

7.3.2 Give the reasons for human resource planning. (6 × 1) (6)

7.3.3 State EIGHT factors (internal and/or external) that may have influence on human resources planning. (8 × 1) (8)

7.4 Name the FIVE general steps identified in the process of human resources planning. (5 × 1) (5)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

BUSINESS STUDIES

Copyright reserved