higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1310**(E)**(J5)H

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

5 June 2019 (X-Paper)
09:00–12:00

This question paper consists of 8 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 will be marked. Clearly cross out ALL work you do NOT want to be marked.

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions in SECTION A.
2. Answer any FOUR questions in 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

QUESTION 1

1.1 Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Deciding how the organisation is going to implement its plans:

A Planning
B Organising
C Controlling
D Leading

1.1.2 The process of applying techniques that show how long it takes a trained, qualified employee to do a particular activity at a defined level of performance:

A Work measurement
B Method study
C Work study
D Form design

1.1.3 Which ONE of the following is NOT a basic management task:

A Coordination
B Organising
C Leading
D Planning

1.1.4 Which ONE of the following is NOT an additional management task:

A Communication
B Observation
C Decision making
D Delegation

1.1.5 Selection refers to …

A ensuring that the right people are doing the job.
B attracting suitable candidates.
C choosing the best candidates for the job.
D welcoming new employees.

1.1.6 Method of conducting a job analysis:

A Psychological evaluation
B Communication
C Training
D Questionnaires

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1.1.7 Number of subordinates reporting directly to a particular manager:

A Work measurement
B Productivity
C Span of control
D Method study

1.1.8 Factor that influences the choice of span of control:

A Stakeholders
B Trade unions
C Suppliers
D Specialisation

1.1.9 Work measurement can be done with this technique:

A Support
B Conflict
C Estimates
D Identity

1.1.10 Which ONE of the following is NOT a type of informal group:

A Social group
B Reference group
C Authority group
D Task group

(10 × 2) (20)

1.2 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.2.1	Process where the incumbent will be asked direct, planned questions	A	job rotation
		B	performance appraisal
1.2.2	Developing employees in a highly structured manner for senior positions	C	career development
		D	training
1.2.3	Acquisition of specific work-related skills to comply with the outputs of the organisation	E	employees' logbook
		F	succession plan
1.2.4	Supply side of the human resources planning equation	G	human resources audit
		H	skills inventory
1.2.5	Activity the HR department undertakes to establish to which degree employees execute tasks against identified standards	I	job analysis
		J	structured interviews
1.2.6	Method where employees keep record of all tasks they perform	K	job description
		L	job satisfaction
1.2.7	General attitude people have towards their work		
1.2.8	Includes outdated information about qualifications of all resigned individuals within the organisation		
1.2.9	Employees are moved through a range of jobs so that at different times they are doing different work		
1.2.10	Formal approach taken by the organisation to ensure that employees with proper qualifications and experience are available when needed in the enterprise		

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions in SECTION B.

QUESTION 2

2.1 Use the information in the table below and answer the following questions regarding personnel movement at CB Accountants.

JOB CLASSIFICATION	NO. OF EMPLOYEES DECEMBER	RETIRED	PROMOTED	TRANS-FERRED
Manager	1			
Chartered accountants	14	7		
Financial advisors	9		2	3
Financial clerks	14	2	2	
Admin clerks	3	1		1
TOTAL				

2.1.1 How many people must be recruited to fill vacancies for financial clerks? (2)

2.1.2 How many personnel members were promoted? (2)

2.1.3 Give the total number of employees who retired during the year. (2)

2.1.4 What is the total movement of personnel at CB Accountants? (3)

2.1.5 Calculate the total workforce of CB Accountants. (3)

2.2 Define the *human resources function*. (2)

2.3 List FIVE ways in which conflict manifests in an organisation. (5)

2.4 Give SEVEN reasons for career development. (7 × 2) (14)

2.5 Name the SEVEN organisational-development techniques. (7)

[40]

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QUESTION 3

3.1 It is important for CB Accountants to have a well-developed organisational culture.

3.1.1 Define *organisational culture*. (2)

3.1.2 Explain FIVE factors that have an impact on the organisational culture of an organisation. (5 × 2) (10)

3.1.3 List FOUR characteristics of a close, threatening culture. (4 × 2) (8)

3.2 Define *job description*. (2)

3.3 List and explain FIVE pieces of information that should be included on a job description. (5 × 2) (10)

3.4 Name FOUR activities that should be performed by the human resources department. (4 × 2) (8)

[40]

QUESTION 4

4.1 Explain the term *work study*. (2)

4.2 Give FIVE advantages of a work study. (5 × 2) (10)

4.3 State the objective of conducting a method study. (5)

4.4 Discuss the THREE parts of a method study. (3 × 2) (6)

4.5 If the organisation wants to be successful employees must work together.

4.5.1 What are the characteristics of an effective group? (6 × 2) (12)

4.5.2 Give FIVE disadvantages of groups in the workplace. (5)

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QUESTION 5

5.1 List the FIVE types of power that management has. (5)

5.2 Any organisation should have an organisational policy.

Briefly give FOUR reasons why it is important to have a policy document. (4 × 2) (8)

5.3 Human resources planning is the process of deciding/estimating/determining in advance the correct number of employees with the correct type of/specific skills needed to do various tasks in an enterprise, as well as deciding where the tasks will be carried out and when.

5.3.1 Name and explain THREE internal and THREE external factors that influence human resources planning. (6 × 2) (12)

5.3.2 Give the FIVE steps in the process of human resources planning. (5 × 2) (10)

5.4 List FIVE functions of the purchasing department. (5)
[40]

QUESTION 6

6.1 The human resources function helps the organisation to grow and be as efficient and productive as possible.

6.1.1 Explain the terms *efficiency* and *productivity*. (2 + 2) (4)

6.1.2 List the tasks of the human resources manager. (4 × 2) (8)

6.1.3 Name and explain the FOUR authorities of a human resources manager. (4 × 2) (8)

6.2 State EIGHT details that should appear on a job specification. (8)

6.3 List SIX details that form part of a skills inventory. (6 × 2) (12)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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