higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## PERSONNEL MANAGEMENT N4

**3 June 2021**

**This marking guideline consists of 8 pages.**

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## SECTION A

## QUESTION 1

| | | | | |
|---|---|---|---|---|
| 1.1 | 1.1.1 | C | | |
| | 1.1.2 | C | | |
| | 1.1.3 | D | | |
| | 1.1.4 | C | | |
| | 1.1.5 | D | | |
| | 1.1.6 | A | | |
| | 1.1.7 | B | | |
| | 1.1.8 | A | | |
| | 1.1.9 | C | | |
| | 1.1.10 | D | | |
| | | | (10 × 2) | (20) |
| 1.2 | 1.2.1 | E | | |
| | 1.2.2 | L | | |
| | 1.2.3 | G | | |
| | 1.2.4 | B | | |
| | 1.2.5 | K | | |
| | 1.2.6 | F | | |
| | 1.2.7 | H | | |
| | 1.2.8 | I | | |
| | 1.2.9 | A | | |
| | 1.2.10 | C | | |
| | | | (10 × 2) | (20) |
| | | | | **[40]** |

**TOTAL SECTION A: 40**

## QUESTION 2

2.1 Supply side of HR planning equation.

**OR**

(2)

Looks at present situation of enterprise and quality of preseent employees and is not focused on what is needed in the future (Any 1 × 2)

2.2
- Job analysis of all employees to determine quality of work done over given period of time
- Measured against job descriptions
- Level of proficiency/Quality of workers investigated
- Labour turnover/Absenteeism investigated
- Investigation of internal movements of employees in form of transfers and promotion
- Current shortages identified (Any 5 × 2) (10)

2.3
- Direct time studies
- Historical time
- Estimates
- Standard time values
- Analytical estimates
- Activity lists
- Work sampling (Any 5 × 2) (10)

2.4
- Ensures right people to meet staffing requirements
- Handles diversity of work
- Gives employees realistic job expectations
- Enterprises close, restructure or change due to various reasons and this necessitates flexible and adaptable employees able to find alternative employment
- Some employees do not realise their personal goals within enterprise, and are assisted to find alternative suitable employment
- Effective use of work force
- Reduced absenteeism
- Lower staff turnover
- Improves morale among employees
- Less wastage
- Better organisational image (Any 3 × 2) (6)

2.5
- Must be a need for change
- Plan towards result and keep all people involved informed
- Emphasise changes that will benefit individual employees in some way
- Future situation must be realistic
- Employees involved should understand process
- Change process should be evaluated regularly and feedback given to all employees
- Ensure support from management, employees and clients
- Ensure change is consistent with norms and values of organisation
- Change must be seen as reducing rather than increasing present problems
- Change must not threaten autonomy and security of those involved

(Any relevant 6 × 1) (6)

2.6
- As more tasks are delegated, manager can accept increased responsibility from higher level managers. This leads to increased effectiveness for enterprise
- Better decisions can be taken since subordinates have clear view of facts
- Decision making speeded up
- Training subordinates improves self-confidence and willingness to take initiative (Any 3 × 2) (6)

**[40]**

**QUESTION 3**

3.1 Closed and threatening culture (2)

3.2 Individual performance emphasised and teamwork not encouraged (2)

3.3
- Highly effective
- Motivated by management of objectives
- Employees participate in decision making within teams
- Authority delegated to lower activities
- Employees rewarded for excellent performance
- Open and friendly communication
- Conflict handled effectively
- Task enrichment encouraged
- Opportunity for job enlargement
- Employees have confidence in leaders
- Employees are developed (Any 8 × 1) (8)

3.4 Internal factors
- Objectives of enterprise
- Enterprise style
- Nature of task
- Work groups (Any THREE)

External factors
- Trade unions
- Government requirements and regulations
- Economic conditions
- Technological changes (Any THREE)
[(3 + 3) × 2] (12)

3.5
- Training
- Experience
- Judgement
- Initiative
- Physical input
- Physical skills
- Responsibilities
- Communication skills
- Emotional characteristics
- Extraordinary demands on sensory perception (Any 6 × 2) (12)

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3.6
- Observe tasks carried out by hand and short in duration
- Observe representative number of people carrying out same tasks to ensure meaningful information
- Never bother job incumbents while performing their duties
- Use a structured checklist (Any 2 × 2) (4)

**[40]**

**QUESTION 4**

4.1 Job description✓ and job specification✓ (2)

4.2
- Comparing what is available in enterprise in form of labour and what is required
- Identifies future potential promotional material
- Create opportunities for all to voice aspirations and plan own individual development in enterprise (Any 2 × 2) (4)

4.3
- Pension scheme✓ guarantees income for employees or dependants on retirement or death✓
- Personal security benefits✓ enhance security of individuals regarding illness, health, accident or redundancy✓
- Financial assistance✓ for example loans, house purchase assistance, relocation assistance, discounts, fees to professional bodies
- Company cars and petrol,✓ assistance for other objects✓
- Improvements to standard of living✓ because of various allowances✓

(Any relevant 5 × 2) (10)

4.4
- Decision making speeded up
- Allows participation in management
- Areas of routine and repetitive work managed by wide span of control. Found at lower management levels (3 × 2) (6)

4.5
- Relatively few subordinates reporting to manager
- Under-utilisation and unnecessary costs
- Managers are under-utilised
- Decision making slowed down (Any 3 × 2) (6)

4.6
- Examining effectiveness and efficiency of labour force in the past
- Establishing efficiency of present labour force
- Effectiveness and efficiency compared to other enterprises producing similar products or services
- Translating effectiveness and efficiency into costs of labour force
- Establishing benefit of labour force for enterprise as whole (Any 4 × 2) (8)

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4.7
- Human resources provisioning
- Human resources maintenance
- Human resources utilisation
- Human resources development (4)

**[40]**

**QUESTION 5**

5.1
- Helps employees understand that unique individuals are employed who each makes an important impact on organisation's effectiveness
- Creates culture where both employees and organisation focus on same goals and objectives
- Supports managers in execution of tasks by assisting them in matters relating to human resource management
- Ensures staffing of enterprise by identifying job requirements, determining numbers of people and skills needed, recruiting, selecting, and promoting qualified candidates
- Develops potential of every employee by means of training and ensuring all manpower used optimally to maintain position in economic market
- Retains staff by rewarding jobs effectively done, ensuring harmonious working relations between employees and managers by participative management and regular negotiation on various aspects of work environment and maintaining safe and healthy work environment
- Link between management and employees regarding all matters. Personnel manager reports to top management regarding decisions which affect them
- Link between external environment and enterprise regarding all matters.

(Any 6 × 2) (12)

5.2
- Lack of co-operation between management and employees
- Employees not made to feel part of organisation
- Extreme emphasis on individualism and specialisation resulting in people working as individual units and not sharing information
- Too much attention on formal procedures, job descriptions, process flows
- Concentration on efficiency instead of seeking ways to become more effective
- Technology leading to preoccupation with numbers and figures, and not enough on skills training
- Decrease in research and development spending which often plays a role in improving productivity
- Outdated methods of rewarding employees for loyalty and attendance instead of improved performance output (Any 6 × 2) (12)

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5.3
- Purchasing
- Production
- Administration services
- Marketing
- Finance
- Public relations
- Human resources 7 × 1) (7)

5.4
- Step 1: List the work that needs to be done to accomplish organisational goals.
- Step 2: Divide the total workload into tasks logically and comfortably performed by individual or group.
- Step 3: Combine tasks in logical and efficient way.
- Step 4: Set up channels and methods for communication and co-ordination.
- Step 5: Constantly monitor the effectiveness of the organisation's structure.

(5 × 1) (5)

5.5
- Simplification of procedures and methods
- Elimination of unproductive tasks
- Decrease in number of mistakes
- More effective control by management
- Elimination of duplication of work
- Effective utilisation of workers
- Modernisation of equipment/technology
- Increase in overall efficiency
- Cost saving
- Human resources development (Any 4 × 1) (4)

**[40]**

## QUESTION 6

6.1
- Step 1: Choose the work to be measured.
- Step 2: Choose the employees who will be measured.
- Step 3: Describe all the elements of each task to be measured.
- Step 4: Measure the time taken to perform each element of the task.
- Step 5: Determine the standard time to be applied. (5 × 2) (10)

6.2
- Keep principle of unity of command intact by which each individual should only report to one superior
- Clear line of authority running from highest to lowest authority must be established (the scalar principle)
- Accountability must be assigned for specific tasks to the lowest organisational level at which sufficient ability and information exist to carry out the task effectively and completely.
- Subordinate must be given sufficient authority to carry out delegated tasks
- Open communication lines so that subordinate feels free to use his/her abilities while being supported
- Manager must have ability to analyse culture of his department, requirements for execution of task, and the capabilities of the subordinate
- Specific tasks actually delegated to specific subordinates
- Established feedback system (Any 6 × 2) (12)

6.3
- Training
- Development
- Succession planning (3)

6.4
- Line authority✓ over persons reporting directly to him/her. All employees falling within manager's span of control are under his/her line authority. He/She directs and controls activities by means of direct instructions and orders. This includes delegation of tasks to subordinates.✓✓
- Staff authority✓ means manager might have technical expertise which could be useful to another department. He/She could give advice, but is not allowed to enforce advice. He/She could, therefore, give advice to subordinates not under his/her direct control or to managers of other departments.✓✓
- Functional authority✓ takes place when manager is expert on specific subject, for example human resources manager on subject of training. This manager is allowed to give instructions which are enforced. The manager who possesses this expert knowledge is, however, only allowed to enforce instructions which deal directly with his area of expertise. Functional authority must be clearly spelled out to all members of enterprise to avoid misunderstandings. ✓✓ (3 × 3) (9)

6.5
- Human resources planning
- Recruitment, selection and placement
- Training and development
- Setting up correct remuneration structures
- Employee performance appraisal
- Healthy and safe working environment
- Individual career planning (Any 6 × 1) (6)

**[40]**

**TOTAL SECTION B: 160**
**GRAND TOTAL: 200**

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