higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

# MARKING GUIDELINE

## NATIONAL CERTIFICATE

## NOVEMBER EXAMINATION

## PERSONNEL MANAGEMENT N4

## 21 NOVEMBER 2013

**This marking guideline consists of 11 pages.**

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## QUESTION 1

1.1 1.1.1 True

1.1.2 True

1.1.3 False

1.1.4 False

1.1.5 True

1.1.6 True

1.1.7 True

1.1.8 True

1.1.9 True

1.1.10 True

(10 x 2) (20)

1.2 1.2.1 Induction

1.2.2 Authority

1.2.3 Delegation

1.2.4 Span of control

1.2.5 Human resources planning

1.2.6 Job analysis

1.2.7 Log book/incumbent's diary

1.2.8 Pension

1.2.9 Job specification

1.2.10 Functional

(10 x 2) (20)

**TOTAL SECTION A: 40**

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## QUESTION 2

2.1 2.1.1

- It refers to the number of subordinates who report directly to a particular manager
- It Is expressed by means of a ratio

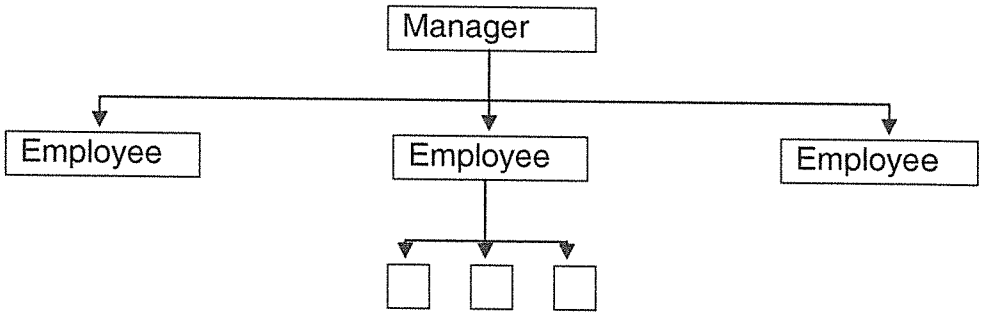
(2 x 2) (4)

2.1.2

- It means few subordinates reporting to a manager
- which can lead to under utilization and It can also lead to unnecessary costs
- managers are under-utilised
- decision-making is slowed down

(Any 2 x 2) (4)

2.1.3




(4)

2.2

- Organisation and human resources planning
- Recruitment, selection and placement
- Training and development
- Setting up correct remuneration structure
- Performance appraisal
- Healthy and safe working environment
- Career planning

(Any 6 x 2) (12)

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2.3
- Help estimate cost of a product or service
- Assist in the drawing up of a budget
- Evaluate the performance of a worker by comparing time spent in execution of a task
- Serve as a basis for incentive plans and merit increases
- add to method study by providing facts for the flow of work
- Determine the number of workers, machines and materials needed to execute a task
- Control production
- fix standard times for execution of tasks and processes
- Eliminate non-productive tasks
- Eliminate duplication of work

(Any 3 x 2) (6)

2.4
- Planning;
- Organising;
- Leading/directing;
- Control

(4 x 1) (4)

2.5
- Decision-making'
- Communication;
- Motivation;
- Co-ordination;
- Delegation;
- Maintaining discipline

(6 x 1) (6)
**[40]**

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## QUESTION 3

3.1
- They are simple and easy structure to understand
- They are cheap to set up
- There is a structure of leadership – unity of command – where the number of subordinates reporting to one manager can visually be shown
- Authority and responsibility lines are clear and outlined strictly vertically
- It is stable
- Quick decision making is possible
- Relationships are minimal – meaning each person has only one superior
- A manager has complete authority in his department
- Delegation exists on a permanent basis – workers get used to the system

(Any 4 x 2) (8)

3.2
- The structure is unbending and cannot adapt to changes easily
- No specialist knowledge is available to assist the managers in their decision-making process
- (Line) managers become overloaded with work
- The organisation is dependent on multi-skilled managers who cannot be replaced easily
- There are too many managerial levels and consequently communication suffers
- Its department is only busy with its own activities and there is hardly any co-ordination between departments

(Any 4 x 2) (8)

3.3
- Line authority
- Manager has authority over persons who report directly to him.
- He directly controls their activities by means of direct instructions and orders.
- Employees falling within a manager's span of control and therefore under his line authority.
- Staff authority
- A manager might have technical expertise that might be useful to another department.
- Manager could give advice, but is not allowed to enforce the advice that he gives.
- Functional authority
- A manager in the position of being an expert on a specific subject
- Manager possesses expert knowledge and is only allowed to enforce such instructions which deal directly with his area of expertise.

(3 x 3) (9)

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3.4
- Personal career prospects
- Complete service record of all previous employees
- Personal information e.g. name, sex, date or birth
- Qualifications
- Results of performance evaluations and reports on promotional potential

(5 x 2) (10)

3.5
- Purchasing
- Production
- Administration
- Marketing
- Financial
- Public Relations
- Human Resources

(5 x 1) (5)
**[40]**

**QUESTION 4**

4.1
- It is highly effective
- Motivation takes place by means of management by objectives
- Employees participate in decision-making within teams
- Authority is delegated to lower levels
- Employees get rewarded for excellent performance
- Communication is open and friendly
- Conflict is handled effectively
- Task enrichment is encouraged
- There is an opportunity for task/job enlargement
- Employees have confidence in their leaders
- Employees are developed

(Any 7 x 2) (14)

4.2
- Subordinates have limited abilities, training and interest
- Management is autocratic
- There is little initiative to create positive culture
- The present enterprise policy has limits

(Any 3 x 2) (6)

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4.3 4.3.1

- Maintaining day-to-day contact with all top managers to report on the change process and advise revisions.
- Continuously evaluate the critical performance area of the change process and revise where necessary.
- Identify and recommend appointments of groups and individuals who could be instrumental in change success to lead the change process
- Develop and follow a change strategy and plan
- Suggest adaptations to the structure on an ongoing basis to facilitate change.

(5 x 2) (10)

4.3.2

- Education and communication
- Participation and involvement
- Facilitation and support
- Negotiation and agreement
- Manipulation and cooperation
- Coercion

(5 x 2) (10)
**[40]**

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## QUESTION 5

5.1

- Lack of co-operation between management and workers
- Workers not made to feel part of the family
- Extreme emphasis on individualism and specialisation
- Too much emphasis being paid too formal procedures, job descriptions, process flows, etc with little attention paid to the needs of employees
- Concentration on the efficiency of the enterprise alone
- Technology lead to pre-occupation with numbers and figures and not enough on skills training
- Decrease in research and development spending – influence on productivity growth
- Out-dated methods of rewarding (remunerating) employees i.e. for loyalty and attendance instead of improved performance output
- Influx of people with little experience and skills
- Increase in population growth in South Africa
- Violence which leads to damage and production losses
- Urbanisation of the rural people
- Injuries which lead to absenteeism
- Too much attention paid on scientific management

(Any 10 x 2) (20)

5.2

- Management to embark on participation management schemes
- Employees to be given individual attention
- Employees should work as teams
- Managers must concentrate on the needs of the individual workers first
- Sometimes the enterprise has to lose money to make sure that the individuals are happy and productive
- Continuous staff development and training to be encouraged
- Legislation should be challenged
- Increase research and development spending
- Manage employees by means of management by objectives (MBO)
- Government need to address the population explosion
- Continuous attention given to the development of the Skills Act
- Negotiation should be on-going between management and trade unions and both parties should go into negotiations with a win-win attitude
- Measures to stop injuries and lost time be implemented

(Any 5 x 2) (10)

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5.3
- Act of assigning formal authority and responsibility;
- For the completion of specific activities to a subordinate (2 x 1) (2)

5.4 5.4.1
- Record their activities over a period of time
- Need guidance on how to prepare a diary
- Writing up a day's activities at the end of the day
- Must be disciplined and write up an activity as soon its completed
- Method is successful with managerial jobs - can measure the work of management

5.4.2
- Most widely used method of gathering information
- Cheap and gather a lot of information in a relatively short period of time
- Limited to the information that the job analyst wants to know
- Structured questionnaires ask specific questions with regard to various aspects of the job
- Unstructured questionnaires will allow for lengthy explanations by the employee

5.4.3
- Interviewer ask direct, planned questions during an interview which is structured
- Structured interview allow for short answers and specific information is obtained
- Ask close-ended questions
- Unstructured interview loose questions and unnecessary information is provided, and too general of nature
- In unstructured interview the interviewee can elaborate on answers and additional information can be gathered
- More than one incumbent should take part in the interview for a more realistic feedback
- Create a atmosphere of mutual trust and allow incumbent to ask also questions

5.4.4
- Involves observing individual employees while they perform their duties
- Observation can be very informal and casual or it can be structured
- Incumbent can participate fully by being aware of the observation and co-operating with observer to obtain relevant information

(4 x 2) (8)
**[40]**

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## QUESTION 6

6.1 6.1.1 33 (3)

6.1.2 6 (2)

6.1.3 10 (2)

6.1.4 230 (3)

6.2
- Pension schemes
- Personal security benefits
- Personal needs e.g. holidays, leave,
- Child care, elderly care, retirement counseling , financial counseling, health and recreational facilities
- Financial assistance, e.g. loans, relocation assistance, fees for professional bodies
- Company cars and petrol
- Improvement of standard of living e.g. subsidized meals, clothing allowances, water and lights payments or telephone calls, credit card facilities (Listing an example of employee benefit should be credited)

(7 x 2) (14)

6.3
- Job title/Job identification
- Rask summary
- Job relations
- Responsibilities and duties
- Authority
- Job standards
- Working conditions
- Place
- Key performance areas

(Any relevant 5 x 2) (10)

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6.4
- Process of deciding in advance what the correct amount f employees are;
- The correct type ot skills that are needed to do the various tasks in the enterprise;
- Deciding when the tasks will be carried out and when (3 x 1) (3)

6.5
- Refers to the supply side of the HR planning process;
- Looks at the present situation of the enterprise and the quality of existing employees;
- Not focused on what is needed in the future (3 x 1) (3)

**[40]**

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

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