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higher education & training

Department:
Higher Education and Training
**REPUBLIC OF SOUTH AFRICA**

N1140(E)(N21)H
**NOVEMBER EXAMINATION**

# NATIONAL CERTIFICATE

# PERSONNEL MANAGEMENT N4

(4110424)

**21 November 2013 (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

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**INSTRUCTIONS AND INFORMATION**

1. SECTION A is COMPULSORY.
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: (COMPULSORY)

## QUESTION 1

1.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write `true' or `false' next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 Supply refers to those employees who are currently in the employment of the enterprise.

1.1.2 Functional authority allows a manager to enforce instructions which deal directly with his/her area of expertise.

1.1.3 Economic conditions, is an internal factor which influences human resource planning.

1.1.4 Placement is the first step in the recruitment process.

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

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

1.1.7 Wide span of control means that managers have many subordinates reporting to them.

1.1.8 Productivity refers to the ratio of output to input.

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

1.1.10 Human resources planning is generally done for a period of 30 years.

(10 x 2) (20)

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1.2 Give ONE word/term for each of the following descriptions. Write only the word/term next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 The process of receiving and welcoming employees when they first join the company.

1.2.2 It refers to the powers and rights bestowed to an individual, once appointed to a managerial position.

1.2.3 It is an act of assigning formal authority and responsibility for the completion of specific activities to a subordinate.

1.2.4 It refers to the number of subordinates who report directly to a particular manager.

1.2.5 The process of deciding on the correct amount of employees.

1.2.6 A detailed collection of job information.

1.2.7 An employee analyses his/her job by means of this method.

1.2.8 This scheme results in a guaranteed income for employees or their dependents on retirement or death.

1.2.9 It specifies the level of education, knowledge, skills and attitudes required to perform the job to the standard required by the organisation.

1.2.10 Authority to enforce HR policy, procedures and regulations outside the HR department.

(10 x 2) (20)

**TOTAL SECTION A: 40**

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## SECTION B

## QUESTION 2

2.1 Discuss the span of control under the following headings:

2.1.1 Briefly define span of control. (2 x 2) (4)

2.1.2 Name and differentiate between the TWO types of span of control. (2 x 2) (4)

2.1.3 Draw a simple diagram to indicate a narrow span of control. (4)

2.2 State SIX uses of job analysis information. (6 x 2) (12)

2.3 Name THREE objectives of work measurement. (3 x 2) (6)

2.4 Name FOUR basic task management (4 x 1) (4)

2.5 SIX additional tasks of management (6 x 1) (6)
**[40]**

## QUESTION 3

3.1 State FOUR advantages and line organisation structure. (4 x 2) (8)

3.2 State FOUR disadvantages of the line organisation structure . (4 x 2) (8)

3.3 A personnel manager has a critical role to play in the rganization.

Name and discuss THREE different types of authority of the personnel manager. (3 x 3) (9)

3.4 List FIVE particulars contained in a skills inventory. (5 x 2) (10)

3.5 List any FIVE enterprise functions that are applicable to most business ventures (4 x 1) (5)
**[40]**

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## QUESTION 4

Read the case study below and answer the questions.

### ORGANISATIONAL CULTURE AT GOOD MORNING HOTELS

A friendly service has always been part of Good Morning Hotel's mantra. The group has now taken this concept further with the launch of its new service excellence programme entitled simply 'I'm Kind.'

So seriously is kindness being taken that it has been added to the group's set of fundamentals which include aspects such as: teamwork, attitude, relationships, preparation, persistence, leadership, mentorship, productivity and anticipation.

The major driver of the 'I'm Kind' programme is getting staff to first be kind to each other. The logic is that if they are kind to each other, they will also be kind to guests and communities in which their hotels operate.

Top management pays attention to employees' suggestions. The company has a tradition of an open door policy at the highest level. Employees get rewarded for excellent performance.

| | | | |
|---|---|---|---|
| 4.1 | Identity the organisational culture of Good Morning Hotels and state SEVEN characteristics of the chosen culture. | (7 x 2) | (14) |
| 4.2 | State THREE barriers to the culture adopted by Good Morning Hotels. | (3 x 2) | (6) |
| 4.3 | Discuss the process of change under the following headings: | | |
| 4.3.1 | The role of the HR department in the change process. | (5 x 2) | (10) |
| 4.3.2 | Discuss FIVE methods to overcome resistance to change. | (5 x 2) | (10) |
| | | | **[40]** |

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## QUESTION 5

5.1 Give TEN reasons for a decline in productivity. (10 x 2) (20)

5.2 Name FIVE ways management can implement to improve productivity. (5 x 2) (10)

5.3 Define *delegation of authority.* (2 x 1) (2)

5.4 Briefly explain the following methods of job analysis:

5.4.1 Incumbent's diary/logbook

5.4.2 Questionnaire

5.4.3 Interview

5.4.4 Observation

(4 x 2) (8)

**[40]**

## QUESTION 6

6.1 Use the information provided in the TABLE below, and answer the following questions with regard to personnel movement at Good Morning Hotels during the month of January 2013:

| JOB CLASSIFICATION | NO. OF EMPLOYEES JAN 2013 | RETIRED | PROMOTED | TRANS-FERRED | RESIGNED | VOLUNTARY PACKAGES |
|---|---|---|---|---|---|---|
| Top management | 3 | 1 | - | - | - | 1 |
| Middle management | 6 | 2 | - | - | - | 1 |
| Supervisory level | 31 | 3 | 2 | 4 | 1 | 2 |
| Worker level | 190 | 4 | 4 | 6 | | 2 |
| **TOTAL** | | | | | | |

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6.1.1 What is the total movement of personnel during January 2013? (3)

6.1.2 How many staff members were promoted during January 2013? (2)

6.1.3 How many personnel have retired? (2)

6.1.4 What is the total workforce at Good Morning Hotels? (3)

6.2 State SEVEN types of employee benefits that Good Morning Hotels can offer its employees. (7 x 2) (14)

6.3 Name any FIVE items contained in a job description (5 x 2) (10)

6.4 Briefly distinguish between *human resources planning* and *human resources audit.* (3 + 3) (6)

**[40]**

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

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