higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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NOVEMBER EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

27 November 2014 (X-Paper)
09:00–12:00

This question paper consists of 7 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 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 any 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.

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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 only 'true' or 'false' next to the question number (1.1.1–1.1.10) on the ANSWER BOOK.

1.1.1 The second step in the management process is always the task of planning.

1.1.2 Organisational structure is the way in which job tasks are informally divided.

1.1.3 Authority refers to the power and rights to do certain things that the organisation bestows on an individual.

1.1.4 Narrow span of control means that managers have relatively few subordinates reporting to them.

1.1.5 Line and staff structure is the traditional and simplest form of enterprise structure.

1.1.6 Organisational image is the way in which 'things get done' in that organisation.

1.1.7 Formal organisation refers to the personal and social relationship in the organisation.

1.1.8 Controlling ensures that performance is compared with the established standard

1.1.9 The human resources audit focuses on what is needed in the future.

1.1.10 Work procedure and methods are simplified during work measurement.

(10 × 2) (20)

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1.2 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 (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 Which ONE of the following is NOT a basic management task?

A Planning
B Leading
C Organising
D Co-ordination

1.2.2 A factor which influences the choice of span of control:

A Suppliers
B Trade unions
C Specialisation
D Investors

1.2.3 When an employee is forced to follow instructions:

A Legitimate power
B Coercive power
C Reward power
D Expert power

1.2.4 The following is NOT a type of informal group:

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

1.2.5 The following have an impact on the culture:

A Risk
B Line authority
C Staff authority
D Functional authority

1.2.6 Which ONE is not an additional management task?

A Decision making
B Communication
C Observation
D Motivation

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1.2.7 An Item which is included in job description:

A Training
B Experience
C Physical skills
D Job standards

1.2.8 Work measurement is carried out by means of the following technique:

A Support
B Conflict
C Estimates
D Identity

1.2.9 Which ONE of the following is NOT an activity of the HR department?

A Human resource provisioning
B Human resource succession plan
C Human resource utilisation
D Human resource development

1.2.10 Refers to the number of subordinates who report directly to a particular manager:

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

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

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SECTION B

Answer any FOUR questions in this section.

QUESTION 2

Read the following case study and answer the questions.

Case #3: Moleko & another vs Yeshira College js27/04 LC [23.10.08]

The College retrenched Mr. Moleko, a Personnel Management lecturer, as part of a staff reduction exercise to reduce costs when it decided it could close its Human Resources Department because of reduced student numbers. But after Yeshira College retrenched Mr. Moleko it appointed a part-time lecturer because of the increased number of students who wished to register for Personnel Management.

The College argued that this still made sense within the restructuring process it had contemplated because it still had fewer full-time lecturers.

The CCMA couldn't resolve the matter, so Mr. Moleko referred his dismissal to the labour court as an unfair retrenchment.

2.1 Define the term *organisational change* for Yeshira College. (4 × 1) (4)

2.2 State FIVE common areas where change can become necessary for Yeshira College. (5 × 2) (10)

2.3 Explain SIX guidelines to be followed by Yeshira College to lessen the resistance to change. (6 × 2) (12)

2.4 Name and explain to Yeshira College management why an individual like Mr. Moleko can resist against change. (7 × 2) (14)
[40]

QUESTION 3

Kabelo is appointed as the marketing manager with two sales representatives reporting to him, by Garnier, a leading manufacturer of hair and skin care products.

During the induction programme he was informed that the staff composition of this company is as follows:

- A branch manager
- Two departmental managers: one responsible for the hair care products department and one for skincare products department.
- Two supervisers - One per department supervises 10 workers
- Human resources manager and two human resource officers

3.1 Draw an organisational structure for Garnier. (16)

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3.2 Is this organisational structure a line or a line-and-staff structure? Substantiate the answer. (2 × 2) (4)

3.3 State FIVE advantages and FIVE disadvantages of Garnier's organisational structure. (5 × 2 × 2) (20)
[40]

QUESTION 4

4.1 Discuss SIX objectives of the human resources department. (6 × 2) (12)

4.2 State FOUR internal factors influencing human resources planning. (4 × 2) (8)

4.3 Name FIVE objectives of work measurement. (5 × 2) (10)

4.4 Describe FIVE contents of the skills inventory. (5 × 2) (10)
[40]

QUESTION 5

5.1 State FIVE characteristics of the open participative culture. (5 × 2) (10)

5.2 The systematic process used to collect information about a specific job in order to explore the activities required to effectively perform that job is called job analysis.

Explain SEVEN steps in the process of job analysis. (7 × 2) (14)

5.3 State FIVE advantages of work study. (5 × 2) (10)

5.4 Name THREE tasks of the human resource manager. (3 × 2) (6)
[40]

QUESTION 6

6.1 Explain SIX reasons why human resource planning is important. (6 × 2) (12)

6.2 Name FIVE types of employee benefits, with an example for each type. (5 × 2) (10)

6.3 Give FIVE reasons for low productivity in South Africa. (5 × 2) (10)

6.4 List and briefly explain FOUR methods of job analysis. (4 × 2) (8)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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