higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

PERSONNEL MANAGEMENT N4

27 NOVEMBER 2014

This marking guideline consists of 9 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	False	
	1.1.2	False	
	1.1.3	True	
	1.1.4	True	
	1.1.5	False	
	1.1.6	False	
	1.1.7	False	
	1.1.8	False	
	1.1.9	False	
	1.1.10	True	
			(10 × 2) (20)
1.2	1.2.1	D – Co-ordination	
	1.2.2	C – Specialisation	
	1.2.3	B – Coercive power	
	1.2.4	C – Authority group	
	1.2.5	A – Risk	
	1.2.6	C – Observation	
	1.2.7	D – Job standards	
	1.2.8	C – Estimates	
	1.2.9	B – Human resource succession	
	1.2.10	D – Span of control	
			(10 × 2) (20)
			[40]

TOTAL SECTION A: 40

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SECTION B

QUESTION 2

2.1 Organisational change is any alteration in one or more elements of the organisation. Change can be made in any area and can have effects beyond the actual area in which the change takes place. (4 × 1) (4)

2.2
- Adaptation to economic change
- Adaptation to technological change
- Adaptation to social change
- Adaptation to political change
- Enterprise structure (5 × 2) (10)

2.3
- Be sure that there is a need for change.
- Plan towards a result and keep all people involved informed.
- Emphasize the changes that will benefit individual employees in some way.
- The future situation must be realistic.
- All employees involved should understand how the steps in the process work.
- The change process should be evaluated regularly and feedback provided to all employees.
- Ensure that change is consistent with the norms and values of the organisation.
- Change must be seen as reducing rather than increasing present problems.
- Change must not threaten the autonomy and security of those involved.

(Any 6 × 2) (12)

2.4
- Habit: Human beings are creatures of habit. When confronted with change, we resist. Change often makes our lives more difficult and inconvenient.
- Security: People become uncertain about their future and their work security when confronted with change.
- Economic factors: People are concerned that the changes will affect their income, where income is tied to levels of productivity. People are therefore unwilling to give up existing benefits such as power, prestige, and quality of work.
- Fear of the unknown: Employees become uncertain about how the changes will affect their work and lives. They will develop a negative attitude and behave dysfunction ally or feel manipulative.
- Awareness of weaknesses in the proposed change: Employees may be aware of potential problems that have been ignored or not recognised by the planners of the change.
- Incomplete information: Employees may not have been given full reasons for the proposed change, or they may be guilty of selective information processing, which involves ignoring information that they not want to hear.
- Threat to social system: Most individuals work because of social as well as economic needs. (7 × 2) (14)

[40]

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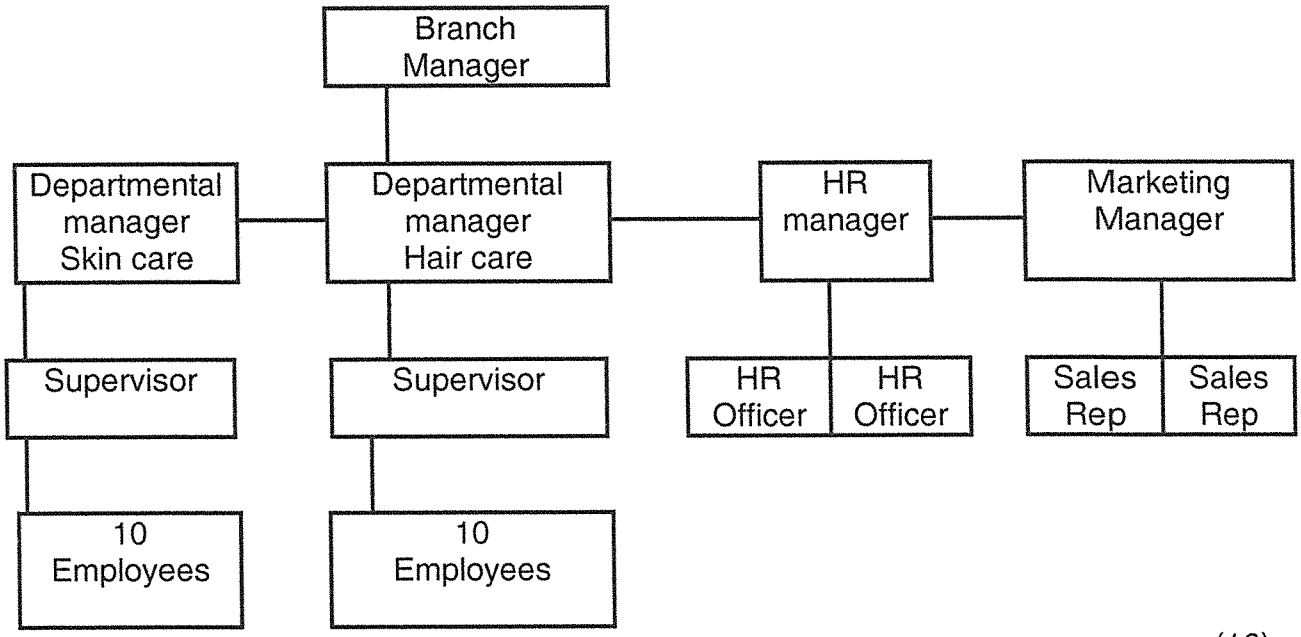
QUESTION 3

3.01



(16)

3.2
- Line structure
- There is no specialist functionary or expert. They are simple structure and easy to understand (2 × 2) (4)

3.3 ADVANTAGES
- They are simple structure and easy 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 supervisor.
- A manager has complete authority in his department.
- Delegation exists on a permanent basis – workers get used to the system.

(Any 5 × 2) (10)

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DISADVANTAGES

- This structure is unbending and cannot adapt to change easily.
- No specialist knowledge is available to assist the managers in their decision-making process.
- Managers are 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.
- Each department is only busy with its own activities and there is hardly any co-ordination between departments.
- Advisors become frustrated because they do not have enforceable authority (Any 5 × 2) (10)

[40]

QUESTION 4

4.1

- To ensure that all employees understand that an organisation employs unique individuals who each make an important impact on the organisation effectiveness.
- To create a culture where the worker and the enterprise can accept and change/adjust in order to strive for the same goals and objectives.
- To support all managers in the execution of their tasks by assisting them in all matters relating to human resource management.
- To ensure that the enterprise is properly staffed.
- To develop the potential of every employee by means of training.
- To retain staff by rewarding them for jobs effectively done.
- To be the link between management and employees regarding all matters.
- To be the link between the external environment and the enterprise regarding HR matters. (Any 6 × 2) (12)

4.2

- Objectives of the enterprise
- Enterprise style
- Nature of the task
- Work groups (4 × 2) (8)

4.3

- 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
- Complement 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 5 × 2) (10)

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4.4
- Personal information e.g. Name, sex, date of birth
- All training in the form of diplomas, degrees, certificates and courses
- Complete service record of all previous employees
- Results of performance evaluations and reports on promotional potential
- Personal career prospects (5 × 2) (10)

[40]

QUESTION 5

5.1
- 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 opportunity for job enlargement.
- Employees have confidence in their leaders.
- Employees are developed. (Any 5 × 2) (10)

5.2
Step 1: The existing organisation is analysed and all job-related activities are listed.

Step 2: A selection is made of jobs that will be analysed in detail.

Step 3: Information is collected regarding the nature of the job and the desired characteristics of the incumbent using organograms.

Step 4: A new job description is drawn up to include all elements necessary to perform the job.

Step 5: A new job description is drawn up from the job description listing c required skills, knowledge and abilities.

Step 6: The job is designed- combining all the tasks and responsibilities to ensure maximum employee productivity as well as job satisfaction.

Step 7: The job is regularly analysed and evaluated to ensure that the job design is still valid.

(7 × 2) (14)

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5.3
- Simplification of procedures and methods
- Elimination of unproductive tasks
- More effective control by management
- Decrease in number of mistakes made
- Elimination of duplication of work
- Effective utilisation of workers
- Moderanasation of equipment/technology
- Increase in overall efficiency
- Cost saving (Any 5 × 2) (10)

5.4
- Service function
- Control function
- Advisory function (3 × 2) (6)

[40]

QUESTION 6

6.1
- Having labour available for the future.
- Establishment of a happy labour force.
- Ensure enterprise productivity.
- Complement national economy.
- Facilitates changes.
- Provides important information. (6 × 2) (12)

6.2
- Pension schemes – Which result in a guaranteed income for employees or their dependants on retirement or death.
- Personal security benefits – which enhances the security of individuals with regard to illness, health, accident or redundancy
- Personal needs – Holidays, and other forms of leave, child care and elderly care, retirement counselling, financial counselling, and health and recreational facilities.
- Financial assistance – loans, house purchase assistance, relocation assistance, discounts, fees to professional bodies.
- Company cars and petrol –.
- Improvements to standard of living - subsidised meals, clothing allowances, water and lights payments or telephone calls, credit card facilities (Any 5 × 2) (10)

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6.3
- Lack of co-operation between management and employees.
- Employees not made to feel part of the organisation.
- Extreme emphasis on individualism and specialisation –resulting in people working as individual units and not sharing information.
- Too much attention being paid to formal procedures, job descriptions, process flows, with little attention being paid to the needs of people.
- Concentrating too much on efficiency instead of seeking ways to become more effective
- Technology leading to a 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 i.e. for loyalty and attendance instead of improved performance output. (Any 5 × 2) (10)

6.4 Interview
- Interviewer will ask direct, planned questions during the interview if its structured
- A structured interview will result into closed-ended questions which will allow for short answers
- A loose or unstructured interview questions will be broad and general
- In an unstructured interview the interviewee is allowed to elaborate
- A representative number of incumbents to be interviewed for the results not to be manipulated
- An atmosphere of trust to be created by allowing the incumbents the opportunity to talk

Observation
- Information gathered by watching the actual behaviour of people at work or interacting with each other
- All aspects of the individual's job behaviour can be observed
- They can be very informal and structured
- Incumbents being observed can be aware of observation process which can lead to an overt observation

Questionaires
- One of the most widely used methods of gathering information
- Gathers lots information in a relatively short period of time
- Limited to the information that the researcher wants to know
- Structured questionnaire asks specific questions with regard to various aspects of the job
- Unstructured questionnaires allow for lengthy explanations by the employee
- Questionnaires are cheap

Incumbent's diary/logbook
- Incumbents must analyse their own jobs by means of this method
- Incumbents will need guidance in how to prepare a diary or a structured sheet can be used.

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- Incumbent writes a day's activities at the end of the day.
- Best method is to be disciplined and write up an activity as soon as its completed
- Method most successful with managerial posts (Any relevant points 4 × 2) (8)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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