higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

NOVEMBER EXAMINATION

PERSONNEL MANAGEMENT N4

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This marking guideline consists of 11 pages.

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SECTION A

QUESTION 1

1.1 Planning

1.2 Co-ordination

1.3 Policy

1.4 Division of labour

1.5 Departmentalisation

1.6 Unity of command

1.7 HR audit

1.8 Job analysis

1.9 Job satisfaction

1.10 Work study

(10 x 2) (20)

QUESTION 2

2.1

2.1.1	H
2.1.2	I
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2.1.4	F
2.1.5	D
2.1.6	J
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2.1.9	B
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(10 x 2) (20)

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SECTION B

QUESTION 3

3.1
- Goals and objectives must be clear.
- Activities must be logical and simple for all to understand.
- Plans must be flexible in order to adapt to changing circumstances.
- Plans must be in writing.
- Plans must be accepted by all employees.
- Plans must be specific.
- Goals and objectives must be achievable.
- Plans should be followed by all.
- Plans must indicate procedures.
- The best plan must be formulated after weighing up alternatives.

(Any 8 x 1) (8)

3.2
- Defines the method and process of recruitment, selection, training, compensation administration and all other manpower activities.
- Provides criteria and basic guidelines for developing procedures for dealing with manpower within the enterprise.
- Addresses the needs of the individual within the enterprise.
- Provides incentives to ensure maximum productivity and encourage worker participation in decision-making processes that affect the worker.
- Makes provision for housing and for educational programmes for employees.
- Aims to assist each employees in developing his or her skills and having the opportunity to use these skills, so ensuring job-satisfaction and staying-power for all employee.
- Aims to promote and preserve the dignity and self-esteem of all employees.
- Develops and maintains open lines of communication and personal contact between the enterprise and the employee. (5 x 2) (10)

3.3
- Step 1: List the work that needs to be done to accomplish organisational goals.
- Step 2: Divide the total work load into tasks that are logically and comfortably performed by an individual or a group.
- Step 3: Combine tasks in a 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 structure.

(5 x 2) (10)

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3.4 Sensitivity training

- Here groups get together in an unstructured way to discuss their interactive processes. The objectives are for the participants to see themselves as others see them and to understand each other better and learn to empathise with one another, to listen better, to be more open and tolerant of individual differences and to be able to handle conflict more constructively.

Attitude surveys

- Here questionnaires are handed out to all employees to identify problems. Feedback is given to all employees followed by workshops to allow employees to identify issues and suggest remedies.

Process consultation

- No organisation operates perfectly. Managers often know that something is wrong, but they are unable to identify or fix the problem.
- Here an outside consultant is called in to assist management in identifying the problem and suggesting ways to solve it.

Team building

- Here groups get together to set goals, to develop interpersonal relations amongst team members, to clarify each member's role and responsibilities and to teach the team to trust and be open with one another.
- Groups will usually get together and start by deciding what the goals and priorities of the team are.

Intergroup development

- Here a dysfunctional conflict exists between groups. Each group will meet independently and come to a decision about what they think of themselves and what they think the other group thinks of them.

Transactional analysis

- Here two or three people get together with the purpose of learning to send messages that are clear and to give responses that are reasonable.
- Transactional analysis aims to reduce destructive communication habits that cause conflict between people.

Behaviour modelling

- Here managers and supervisors become involved in interacting with their subordinates in order to change behavioural problems.

(6 x 2) (12)
[40]

QUESTION 4

4.1 Conflict refers to a clash between individuals or groups. (2)

4.2
- A win-lose situation, where two parties pursue the same goal and only one party can win.
- Where two parties disagree on how to reach a goal.
- Where senior employee should simply work overtime to finish the task.
- Where two parties have different perceptions.
- When change is implemented and people feel threatened by it.

(Any 5 x 2) (10)

4.3
- Output objectives are high.
- Responsibility for performing tasks remains with the individual doing the work. The manager will not accept co-responsibility.
- It has a narrow span of control.
- Emphasis is on individual performance and teamwork is not encouraged.
- High productivity may be present, but workers are not motivated or satisfied with their working conditions.
- The organisation emphasises formal authority structures and consequently concentrates on functional units in isolation.

(6 x 2) (12)

4.4 Employee morale:
- All employees must be motivated to have a positive attitude towards their work environment. (8)
- Changes in the morale of employees can be implemented by various motivational methods.
- The HR manager must assist top management to develop high morale amongst employees in order to reflect a positive and healthy image to the external environment.

Culture:
- The HR manager plays a role in the attitudes of employees towards their work and their working environment by investigating, reporting and suggesting changes to top management which will influence the culture positively.
- The approach here can be divided into two areas
- The economical approach: paying attention to labour turnover and absenteeism as well as to the cost of accidents, wastage and theft as it impacts on productivity and profits.
- The human approach: paying attention to the leadership styles of managers and the human rights of the workforce.

Productivity
- A productive worker is not necessarily a happy worker.
- An autocratic leader's subordinates will very often be productive.
- This is a result of coercive power being exercised.
- The HR manager must ensure that top management understands that productivity due to coercive leadership is a short-term solution

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Stress, frustration and conflict:

- Stress as a result of time constraints, personal factors, interpersonal relationships and excessive sense of duty have to be managed.
- Stress can lead to frustration in individuals which creates a barrier to effective performance.

Frustration

- Leads to conflict and this negatively influences interpersonal relations and the effective execution of duties at all levels.

Conflict

- Can exist between individuals and within groups (4 x 2) (8)

4.5

- To study the overall system
- To identify delays
- T identify transport distances
- To identify processes and processing time requirements
- To simplify the entire operation
- To add value to the product or service (4 x 2) (8)

[40]

QUESTION 5

5.1

- Be well prepared
- Ask meaningful questions
- Ensure that communication does not break down
- Ask questions in a logical sequence to help interviewees order their thoughts
- Not settle for vague answers
- Not allow jobs to be made more important that they actually are
- Not include irrelevant information in the job analysis
- Make a distinction between tasks and responsibilities
- Never ask leading questions
- Create an atmosphere of trust by allowing the incumbent the opportunity to talk (7 x 2) (14)

5.2

- Pension schemes – which result in a guaranteed income for employees or their departments 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 – benefits e.g. subsidised meals, clothing allowances, water and lights payments or telephone calls, credit card facilities. (6 x 2) (12)

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5.3
- Having the necessary medical facilities on the premises who will monitor the health of all employees on an on-going basis
- Implementing programmes to assist persons who are suffering from alcoholism, drug addiction and mental disorder
- Paying special attention to the cleanliness and hygiene of all facilities
- Providing first-aid and paramedic facilities without delay when needed
- The keeping of confidential and complete medical records

Also correct:
- Ensuring that the necessary statutes are implemented;
- Implementing a company policy inclusive of all health and safety measures;
- Developing safe and healthy processes and procedures;
- Include adherence of safe and healthy processes in disciplinary code
- Observing and inspecting regularly;
- Investigating and reporting accidents;
- Measuring safety;
- Acknowledging safe and healthy working conditions and actions of employees (5 x 2) (10)

5.4
- Decision- making
- Communication
- Motivation
- Co-ordination
- Delegation
- Maintaining discipline (Any 4 x 2) (4)

[40]

QUESTION 6

6.1

- 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 x 2) (14)

6.2 Job description – It states what an incumbent does, how it is done, and why it is done. Job description refers to a job on the operative level, and includes a written description of a job's title, duties and responsibilities, and the location on the organisational chart.

Job Specification – States the minimum acceptable qualifications that an employee must possess to perform a given job successfully. It identifies the knowledge, skills and abilities to do the job effectively.

(3 x 2) (6)

6.3

JOB DESCRIPTION	JOB SPECIFICATION
1. Job title 2. Department 3. duties and responsibilities 4. Key performance areas 5. Main purpose of the job	1. Language skills 2. Mathematical skills 3. Reasonable ability 4. Physical demands 5. Work environment 6. Education and/or experience

(10 x 1) (10)

6.4
- The unity of the enterprise can be threatened by conflict.
- Managers could feel threatened by experts.
- Staff functionaries can feel frustrated and useless if their advice is not taken since they do not have enforceable authority and cannot influence unity of command
- Staff functionaries could try to prove themselves by 'kingdom- building', unnecessary investigations and long reports.
- Decision-making could be slowed down.
- Staff functionaries could become too theoretical and, therefore, impractical.
- Salary expenses for the enterprise increase.
- Conflict can exist between staff functionaries and line functionaries when the latter resent advice, disagree with it or ignore it.

(5 x 2) (10)
[40]

QUESTION 7

7.1
- Step 1: Set goals and describe the future conditions envisaged in detail.
- Step 2: Analyse the present conditions as it compares with the future envisaged conditions.
- Step 3: Describe the transition process in terms of activities and commitments.
- Step 4: Develop a plan of action to manage the process of transition.
- Step 5: Be flexible about the way that change will be implemented and the time it could take
- Step 6: Identify key players or 'change agents' to manage the process.

(Any 6 x 2) (12)

7.2
- Habit – Human beings are creatures of habit. To cope with life, we rely on habits. When confronted with change, we resist change. Changes 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, especially where income I tied to levels of productivity. People are therefore unwilling to give up exiting benefits such as power, prestige, 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 dysfunctional or feel manipulated and persecuted.
- 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 do not want to hear.
- Threat to social system – Most individuals work because of social as well as economic needs. Social relationships develop in the workplace and are very important to employees. (5 x 2) (10)

7.3
- 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

(6 x 2) (12)

7.4
- As more tasks are delegated, the manager can accept increased responsibility from higher-level managers.
- Better decisions can be taken since subordinates have a clear view of the facts.
- Decision-making is speeded up.
- Subordinates are trained and this improves their self-confidence and willingness to take initiative. (3 x 2) (6)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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