higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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NOVEMBER EXAMINATION

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

23 November 2016 (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

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

Give ONE word/term for each of the following descriptions by choosing a word/term from the list below. Choose the answer and write only the word/term next to the question number (1.1–1.10) in the ANSWER BOOK. Each word/term may only be used ONCE.

policy; division of labour; departmentalisation; planning; unity of command; HR audit; span of control; organisational change; co-ordination; job analysis; job satisfaction; work study; work measurement.

1.1 A structure of leadership where the number of subordinates reporting to one manager can visually be shown.

1.2 Combining tasks in a logical and efficient way.

1.3 The total work load into tasks that are logically and comfortably performed by an individual or a group.

1.4 A broad guideline of an enterprise, which guides the managers and the workers in making decisions.

1.5 The management task that ensures that each department and each work team in an organisation work together to achieve the primary objectives.

1.6 The first step in the management process.

1.7 It refers to the supply side of the HR planning equation.

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

1.9 It's the general attitude that people have about their jobs.

1.10 The overall term referring to the scientific observation and analysis of all processes in the workplace involving people, material, methods, equipment and machinery. (10 x 2) **[20]**

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QUESTION 2

Choose an item/word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–K) next to the question number (2.1.1–2.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
2.1.1	Ratio of output to input	A	skills inventory
2.1.2	One of the widely used methods of gathering information	B	observation
2.1.3	Has the aim of improving organisational effectiveness by changing attitudes, perceptions, behaviours and expectations	C	incumbent's diary
2.1.4	During this process the incumbent will be asked direct, planned questions	D	job analysis
2.1.5	A detailed collection of job information	E	work study
2.1.6	A system where individuals are rewarded for their own work	F	structured interview
2.1.7	Incumbents analyse their own jobs through this method	G	Organisational development
2.1.8	Improvements are aimed at improving the service or product	H	productivity
2.1.9	Information is gathered by watching the actual behaviour of employees at work	I	questionnaire
2.1.10	It includes up-to-date information about the qualifications of currently employed individuals in the enterprise	J	compensation management
		K	work measurement

(10 x 2) (20)
[40]

TOTAL SECTION A: 40

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SECTION B

Answer any FOUR questions in this section.

QUESTION 3

3.1	State EIGHT requirements for successful planning.	(8 x 1)	(8)
3.2	Discuss FIVE important aspects or criteria of organisational policy on human resources development.	(5 x 2)	(10)
3.3	Name FIVE basic steps which should take place in designing the structure for an organisation.	(5 x 2)	(10)
3.4	Describe SIX organisational development techniques.	(6 x 2)	(12)
			[40]

QUESTION 4

Ms Whitehead applied for a position as Human Resources Manager at a shop and according to her, her application was approved (according to her it was approved). However, when the shop discovered she was pregnant, they reversed their decision.

4.1	Briefly define the concept conflict.	(2 x 1)	(2)
4.2	Explain to Ms Whitehead what causes conflict in the organisation.	(5 x 2)	(10)
4.3	State SIX characteristics of the closed, threatening enterprise culture.	(6 x 2)	(12)
4.4	Describe to Ms Whitehead the role the HR Department could have played to uphold the organisation's image	(4 x 2)	(8)
4.5	Discuss FOUR objectives of method study.	(4 x 2)	(8)
			[40]

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QUESTION 5

Judy, the recruitment manager for a small distribution company, had interviewed Sophia for a vacant switchboard operator position. Sophia is disabled and is forced to use a wheelchair for mobility. The company is located in a building that has three floors and the only access to all floors is by stairs.

5.1 What criteria should Judy consider as an effective job analyst when she interviews Sophia? (7 x 2) (14)

5.2 Name and briefly describe SIX types of employee benefits that Sophia can receive from the company. (6 x 2) (12)

5.3 State FIVE measures that the company can take to ensure a safe and healthy working environment for Sophia. (5 x 2) (10)

5.4 List FOUR additional management tasks excluding the basic management tasks. (4 x 2) (4)

[40]

QUESTION 6

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.

6.1 State the steps in the process of job analysis. (7 x 2) (14)

6.2 Name and briefly describe the two documents that are compiled from job analysis. (3 x 2) (6)

6.3 List FIVE items that belong to job description and job specification respectively. (10 x 1) (10)

6.4 Describe FIVE advantages of the line and staff organisational structure. (5 x 2) (10)

[40]

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QUESTION 7

Capitec, a leading financial institution, has identified improved customer service as a key strategy for survival in an increasingly competitive market. Capitec is undertaking various change initiatives aimed at building a customer-centric organisation such as implementing leading edge call-centre technology, introducing internet banking and re-engineering business processes to increase efficiency and focus on the customer.

7.1	Which steps need to be incorporated by Capitec into their change programme?	(6 x 2)	(12)
7.2	Discuss a number of possible causes why employees of Capitec could resist change.	(5 x 2)	(10)
7.3	Advise Capitec which guidelines need to be adhered to for resistance to change to be less.	(6 x 2)	(12)
7.4	Describe THREE advantages of delegation.	(3 x 2)	(6)
			[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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