higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

22 NOVEMBER 2018

This marking guideline consists of 10 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	L		
	1.1.2	J		
	1.1.3	F		
	1.1.4	E		
	1.1.5	I		
	1.1.6	B		
	1.1.7	H		
	1.1.8	C		
	1.1.9	K		
	1.1.10	D		
			(10 × 2)	(20)

1.2	1.2.1	False		
	1.2.2	False		
	1.2.3	False		
	1.2.4	True		
	1.2.5	True		
	1.2.6	True		
	1.2.7	False		
	1.2.8	True		
	1.2.9	False		
	1.2.10	True		
			(10 × 2)	(20)
				[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR of the five questions in SECTION B.

QUESTION 2

2.1 2.1.1 Planning refers to deciding what the organisation is going to do. (2)

2.1.2
- The organisation is forced to consider the fluctuating external environment.
- The organisation is guided by orderly and logical activities.
- It makes it easier for employees to work as a team and therefore they are more motivated.
- The organisation is able to operate in a more economical way as planning ensures that time, money and human resources are utilised correctly.
- Control and supervision of employees are made easier, because standards have been set. (5 × 2) (10)

2.2
- Human resources provisioning✓
  - This includes HR planning, job design inclusive of job analysis, job description and job specification, recruitment, advertising, selection, placement, induction and career development.✓

- Human resources maintenance✓
  - This includes ensuring that the enterprise' remuneration strategies are in line with the norm in the industry, the development of incentive schemes and fringe benefits to increase job satisfaction and employee productivity, record-keeping regarding all HR matters, implementing health and safety regulations and the maintaining of good interpersonal relations and communication.✓

- Human resources utilisation✓
  - This ensures that the employees are well-suited for the jobs where they are employed and motivates employees to maximum productivity levels in order to reach the goals of the enterprise. ✓

- Human resources development✓
  - This includes all types of training, managerial development and succession planning.✓ (4 × 2) (8)

2.3
- To look how effective and efficient the labour force has been in the past.
- To establish how efficient the labour force is at that moment.
- The effectiveness and efficiency is compared to other enterprises which produce similar products or services.
- To translate the effectiveness and efficiency into the cost of the labour force.
- To establish the benefit that the labour force holds for the enterprise as a whole. (Any 4 × 1) (4)

2.4 2.4.1
- To study the overall system
- To identify delays
- To identify transport distances
- To identify processes and processing time requirements
- To simplify the entire operation
- To add value to the product or service (6)

2.4.2
- Process analysis:✓
  - The main process is described.✓

- Working analysis:✓
  - The actions are analysed into steps.✓

- Action analysis:✓
  - Each step in the process is described in detail.✓ (3 × 2) (6)

2.4.3
- 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
- Modernisation equipment/technology
- Increase in overall efficiency
- Cost saving (Any 4 × 1) (4)

[40]

QUESTION 3

3.1 3.1.1 Productivity is the ratio of output to input. (2)

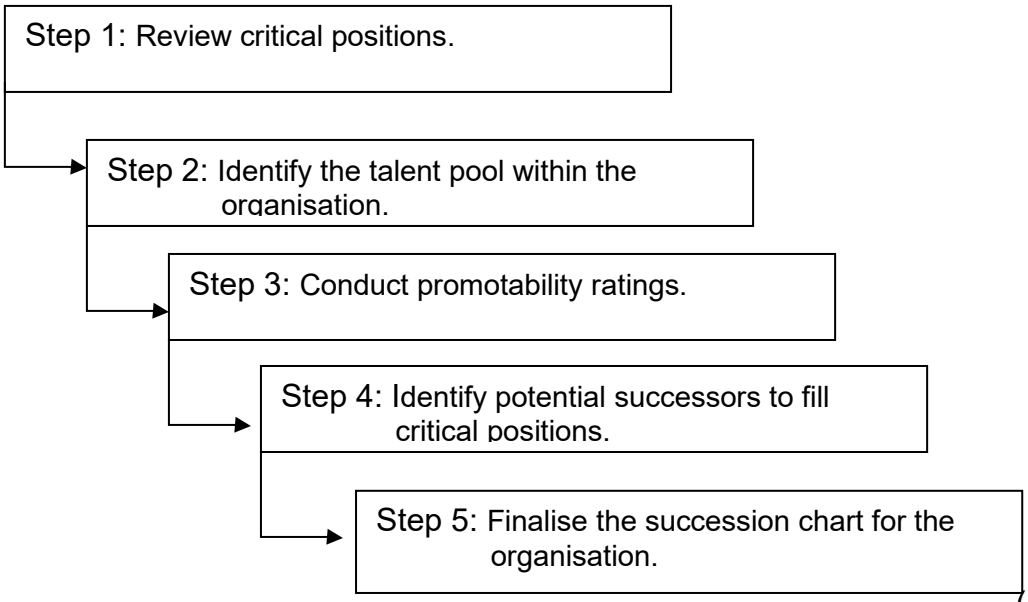
3.1.2
- Lack of cooperation between management and employees
- Employees do not feel part of the organisation
- Extreme emphasis on individualism and specialisation
- Too much attention being paid to formal procedures, job description, process flows etc. and little attention being paid to the needs of people
- Concentrating too much on efficiency instead of seeking ways to become more effective
- Emphasis on technology leading to a preoccupation with numbers and figures and not enough on skills training
- Decrease in spending on research and development which often play a role in improving productivity
- Outdated methods of rewarding employees i.e. for loyalty and attendance instead of improved performance output

(Any 3 × 2) (6)

3.1.3
- Management should purposefully embark on participation schemes.
- Employees should be given individual attention, starting with proper induction.
- Employees should work as teams.
- Managers should concentrate on the needs of the individual workers.
- Sometimes the enterprise has to loose money to make sure that the individuals are happy and consequently productive.
- Continuous training and staff development should be one of the main aims of the enterprise.
- Legislation should be challenged.
- Increase research and development spending.
- Management of employees should be by means of management by objectives.
- Do continuous performance appraisals in which employees are involved.
- Government needs to address the population explosion.
- Continuous attention should be given to the development of the Skills Act.
- Negotiations should be ongoing between management and trade unions.
- Apply measures to stop injuries and loss of time. (Any 4 × 2) (8)

3.2 A succession plan has the aim of identifying and developing employees in a highly structured manner to ensure their readiness for a more senior position in the organisation as vacancies arise. (2)

3.3



(5 × 2) (10)

3.4 A policy is the broad guidelines of an enterprise, which guide the managers and the workers in decision making. (2)

3.5
- Important as management and workers have different objectives and needs
- Forms the basis from which all procedures and rules are drawn up
- Sets limits of behaviour
- Shows the intention of all people to keep to the statements in the document
- Proves that there has been communication between management and workers
- Recognises the needs of all employees
- Recognises that workers are important to the enterprise
- Recognises the rights of workers and the obligations of management
- Emphasises the interdependence of all employees (Any 5 × 2) (10)

[40]

QUESTION 4

4.1 Job analysis is the systematic process used to collect information about a specific job in order to explore the activities required to effectively perform the job. (2)

4.2
- Interviews
- Observation
- Questionnaires
- Incumbents diary/logbook (4)

4.3
- Human resources planning, since job analysis is used to identify correct numbers and types of jobs.
- Recruitment, selection and placement.
- Training and development.
- Setting up correct remuneration structures.
- Employee performance appraisals.
- A healthy and safe working environment.
- Individual career planning. (Any 5 × 2) (10)

4.4 4.4.1
- Habit
- Security
- Economic factors
- Fear of the unknown
- Awareness of weaknesses in the proposed change
- Incomplete information
- Threat to social systems (Any 6 × 1)

4.4.2
- Education and communication
- Participation and involvement
- Facilitation and support
- Negotiation and agreement
- Cooperation
- Coercion (6 × 1)

(2 × 6) (12)

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4.5
- Ensures that all employees understand that an organisation employs unique individuals who each make an important impact on the organisation's effectiveness.
- Creates a culture where both employees and the organisation focus on the same goals and objectives.
- Supports all managers in the execution of their tasks.
- Ensures that the enterprise is properly staffed.
- Develops the potential of every employee by means of training.
- Retains staff by rewarding them for jobs effectively done.
- Be the link between management and employees regarding all matters.
- Be the link between the external environment and the enterprise regarding all HR matters. (Any 6 × 2) (12)

[40]

QUESTION 5

5.1 5.1.1
- As more tasks are delegated, the manager can accept increased responsibility from higher-level managers.
- Better decisions can be taken as 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. (Any 3 × 2) (6)

5.1.2
- When a manager is too disorganised or inflexible to delegate effectively
- When there is insecurity and confusion about who is ultimantely responsible for a task
- When a manager must retain accountability for the actions of a subordinate
- When the manager fears that his authority is reduced
- When a manager is threatened by subordinate success
- When the subordinate wants to avoid responsibility and risk

(Any 3 × 2) (6)

5.2
- Setting of the objectives and the strategic plan of the enterprise
- Analysis of current human resources situation
- Forecasting of future manpower requirements
- Human resources audit
- Implementation of the action programme (5 × 2) (10)

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5.3
- Internal factors:
  - Objectives of the enterprise
  - Enterprise style
  - Nature of the task
  - Work groups (Any 1 × 1)

- External factors:
  - Trade unions
  - Government requirements and regulations
  - Economic conditions
  - Technological changes (Any 1 × 1)

(2 × 1) (2)

5.4 It is the process of applying techniques that show how long it takes a trained qualified employee to do a particular activity at a defined level of performance. (2)

5.5
- Helps to estimate cost of a product or service
- Assists in the drawing up of a budget
- Evaluates the performance of a worker by comparing time spent in execution of a task
- Serves as basis for incentive plan and merit increase
- Complements method study by providing facts for the flow of work
- Determines the number of workers, machines and materials needed to execute a task
- Controls production
- Fixes standard times for execution of tasks and processes
- Eliminates non-productive tasks
- Eliminates duplication of work (Any 4 × 2) (8)

5.6
- Direct time studies:
  - A stopwatch is used to record how long it takes to complete a particular task.
- Historical time:
  - The time spent on the steps in the past are accepted as the accepted time.
- Estimates:
  - A subjective opinion is formed based on informal observation and non-timed data.
- Standard-time values:
  - Elements of non-repetitive work have been previously timed.
- Analytical estimates:
  - Where time has not yet been measured for nonrepetitive work.
- Activity lists:
  - Workers fill in pre-drawn up forms.
- Work sampling:
  - Only a portion or a sample of the work activity is observed.

(Any 3 × 2) (6)

[40]

QUESTION 6

6.1 6.1.1

- The organisation structure
- Job responsibility
- Rewards
- Risk
- Warmth
- Support
- Standards
- Conflict
- Identity
- Leader-subordinate relationships (Any 6 × 1) (6)

6.1.2

- It is highly effective.
- Motivation takes place by means of management 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 6 × 1) (6)

6.2

- Having labour available for the future: Anything can happen in the organisation staff may retire, resign, die etc. Employees must be trained and developed in advance for fill vacancies that may arise.
- The establishment of a happy work force: All employees need to be developed to their ultimate potential in order to create a satisfied work/labour force.
- Ensure enterprise productivity: Qualified employees will ensure productivity.
- Complement national economy: This will lead to the efficiency of the national economy.
- Facilitates changes in the markets, competitors, technology, products and government regulations.
- Provides important information for dealing with employees in an enterprise. (6 × 2) (12)

6.3 Organisational development aims to improve the organisational effectiveness by changing the attitudes, perceptions, behaviours and expectations. (2)

6.4
- Sensitivity training
- Attitude surveys
- Process consultation
- Team building
- Intergroup development
- Transactional analysis
- Behaviour modelling (Any 4 × 1) (4)

6.5
- Choose the work to be measured.
- Choose the employees who will be measured.
- Describe all the elements of each task to be measured.
- Measure the time taken to perform each element of the task.
- Determine the standard time to be applied. (5 × 2) (10)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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