higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1300**(E)**(N22)H

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

22 November 2018 (X-Paper)
09:00–12:00

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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 will be marked. All work you do not want to be marked must be clearly crossed out.

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions in SECTION A.
2. Answer any FOUR of the five 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

QUESTION 1

1.1 Choose an item or a word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–L) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1.1	Doing things the right way	A	training
1.1.2	Choosing the best candidates from the group of interviewed job seekers	B	job specification
1.1.3	Mangers have few subordinates reporting to them	C	induction
1.1.4	A formal approach taken by the organisation to ensure that employees with proper qualifications and experience are available when needed	D	vision
1.1.5	Aims to cut out to many levels of management in the workplace	E	career development
1.1.6	Identifies the knowledge, skills and abilities to do the job effectively	F	narrow span of control
1.1.7	To move employees through a range of jobs, so that at different times they are doing different work	G	mission
1.1.8	Introducing new incumbents, showing them around the company and explaining what their jobs entail	H	job rotation
1.1.9	State what an incumbent does, how it is done and why it is done	I	wide span of control
1.1.10	A road map of what the organisation's future make-up will be	J	selection
		K	job description
		L	efficiency

(10 × 2) (20)

1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK.

1.2.1 Prejudice is usually a positive attitude towards members of a different group.

1.2.2 Advertisements in magazines and newspapers are internal sources of recruitment.

1.2.3 Off-the-job training is done within the organisation.

1.2.4 Work circumstances include the specific conditions, under which the job is performed, as well as the tools, materials and equipment that are used on the job.

1.2.5 Downward communication flows from a higher level in the hierarchy to a lower level.

1.2.6 The function of human resources refers to the activities and processes of the human resources department.

1.2.7 Job satisfaction can be positively influenced by work that is not challenging.

1.2.8 A process analysis forms part of a method study.

1.2.9 Performance appraisals should be biased.

1.2.10 Motivation is an additional management task.

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR of the five questions in SECTION B.

QUESTION 2

2.1 There are four management tasks.

2.1.1 Discuss planning as a management task. (2)

2.1.2 What are the advantages of planning? (5 × 2) (10)

2.2 Name and explain the FOUR categories of the activities of the human resources department. (4 × 2) (8)

2.3 State FOUR characteristics of the human resources audit. (4 × 1) (4)

2.4 During a method study, tasks are identified and methods of executing these tasks are established. It is important to work as productively as possible.

2.4.1 Briefly state the objectives of a method study. (6 × 1) (6)

2.4.2 Name and explain the THREE parts of a method study. (3 × 2) (6)

2.4.3 State FOUR advantages of a work study. (4 × 1) (4)

[40]

QUESTION 3

3.1 For any organisation to succeed, the productivity of the staff has to increase.

3.1.1 Briefly explain what *productivity* means. (2)

3.1.2 Give THREE reasons why productivity declines in the workplace. (3 × 2) (6)

3.1.3 State FOUR criteria to determine the success of productivity. (4 × 2) (8)

3.2 What is a *succession plan*? (2)

3.3 Draw a diagram of the FIVE steps of the development of a succession plan. (5 × 2) (10)

3.4 Define *policy*. (2)

3.5 State FIVE reasons why it is important to have a policy document in an organisation. (5 × 2) (10)

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QUESTION 4

4.1 Define *job analysis*. (2)

4.2 Name FOUR methods of job analysis. (4 × 1) (4)

4.3 Describe SIX uses of a job analysis. (5 × 2) (10)

4.4 Sometimes change in an organisation is needed to ensure that the employees and employers meet the organisational objectives.

4.4.1 Give SIX reasons why individuals are resistant to change.

4.4.2 Explain how the organisation can overcome the resistance to change.

(2 × 6) (12)

4.5 Discuss any SIX objectives of a human resources department. (6 × 2) (12)
[40]

QUESTION 5

5.1 Delegation is part of the additional management tasks.

5.1.1 State THREE advantages of delegation. (3 × 2) (6)

5.1.2 State THREE barriers to delegation. (3 × 2) (6)

5.2 State FIVE steps in human resources planning. (5 × 2) (10)

5.3 Provide ONE *internal factor* and ONE *external factor* that may influence human resources planning. (2 × 1) (2)

5.4 Define *work measurement*. (2)

5.5 Discuss FOUR objectives of work measurement. (4 × 2) (8)

5.6 Name and describe THREE techniques that should be used to carry out a work measurement. (3 × 2) (6)
[40]

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QUESTION 6

6.1 Organisational culture refers to the way things are done in the organisation.

6.1.1 Name SIX factors that affect the organisational culture.

6.1.2 State SIX characteristics of an open, participative organisational culture.

(2 × 6) (12)

6.2 State the necessity/reasons for human resources planning. (6 × 2) (12)

6.3 What is *organisational development*? (2)

6.4 Name FOUR organisational development techniques. (4 × 1) (4)

6.5 State the steps in a work measurement procedure. (5 × 2) (10)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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