higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

25 NOVEMBER 2019

This marking guideline consists of 10 pages.

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SECTION A

QUESTION 1

1.1	1.1.1	G		
	1.1.2	E		
	1.1.3	B		
	1.1.4	F		
	1.1.5	J		
	1.1.6	A		
	1.1.7	H		
	1.1.8	C		
	1.1.9	L		
	1.1.10	D		
			(10 × 2)	(20)
1.2	1.2.1	True		
	1.2.2	False		
	1.2.3	True		
	1.2.4	False		
	1.2.5	False		
	1.2.6	True		
	1.2.7	False		
	1.2.8	True		
	1.2.9	True		
	1.2.10	True		
			(10 × 2)	(20)
				[40]

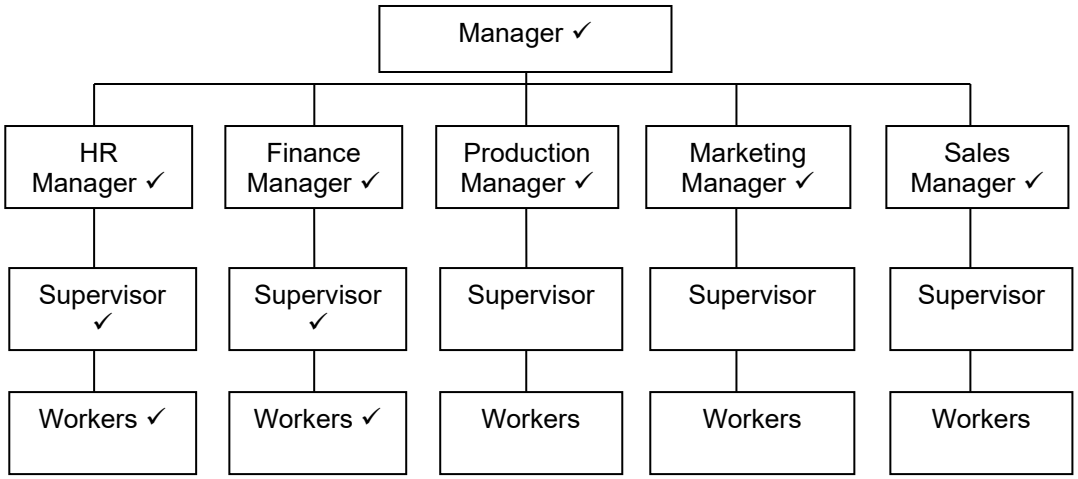
TOTAL SECTION A: 40

SECTION B

QUESTION 2

2.1 2.1.1 The way in which job tasks are formally divided, grouped and coordinated. (2)

2.1.2



[1 mark per label]
[3 marks for the correct structure]
[2 marks for supervisor for all managers]
[2 marks for workers to all supervisor] (13)

2.1.3 A line structure.✓
- It is the traditional and simplest form of enterprise structure.✓✓
- It is established that primary functions are realised in order to realise primary goals.
- A straight line of command flows from the manager, connecting all other managers of the different functions, and ends with the operating of the enterprise. (Any relevant explanation) (3)

2.1.4
- Legitimate power
- Coercive power
- Reward power
- Expert power
- Referent power (Any 4 × 1) (4)

2.2 2.2.1

- Lack of cooperation between management and employees.
- Employees not made to feel part of the organisation.
- Extreme emphasis on individualism and specialisation.
- Too much attention being paid to formal procedures, job description, process flows etc., 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- Outdated methods of rewarding employees i.e. for loyalty and attendance instead of improved performance output.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)

2.2.2

- Management should purposefully embark on participation schemes.
- Employees should be given individual attention, starting with proper induction.
- Employees should work as teams.
- Managers must concentrate on the needs of the individual workers.
- Sometimes the enterprise has to lose 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 employees by means of management by objectives.
- Do continuous performance appraisals in which employees are involved.
- Government needs to address the population explosion.
- Continuous attention given to the development of the Skills Act.
- Negotiations should be on-going between management and trade unions.
- Apply measures to stop injuries and lost time. (Any 4 × 2) (8)

[40]

QUESTION 3

3.1 3.1.1

- 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. (Any 5 × 2) (10)

3.1.2

- Objectives of the enterprise
- Enterprise style
- Nature of the task
- Work group
- Trade unions
- Government requirements and regulations
- Economic conditions
- Technological changes (Any 6 × 1) (6)

3.2 3.2.1

- Planning
- Organising
- Leading
- Control (4)

3.2.2 Assigning formal authority, responsibility and accountability for the completion of specific activities to a subordinate. (2)

3.2.3

- Authority
- Responsibility
- Accountability (3)

3.2.4

- 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 5 × 1) (5)

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3.3
- 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 basis for incentive plan and merit increase.
- 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)

[40]

QUESTION 4

4.1 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. (2)

4.2
- Job identification
- Task summary
- Relations
- Responsibilities and duties
- Authority
- Job standards
- Work circumstancs (Any 5 × 2) (10)

4.3
- Skills development office/manager
- Training manager/Officers (2)

4.4
- Improve performance
- Update employees skills knowledge
- Solve organisational problems (3)

4.5
- The group has a common goal or objective.
- Members of the group are aware of one another.
- Members agree that they belong to the group.
- Member of the group influence one another.
- The group functions as a system with inputs, throughputs and outputs.
- The group has a particular structure which is related to the function of the group.
- The activities of the group are directed by guidelines or procedures to achieve group objectives.
- The group will have a leader.
- The group handles conflict in a constructive way. (Any 4 × 2) (8)

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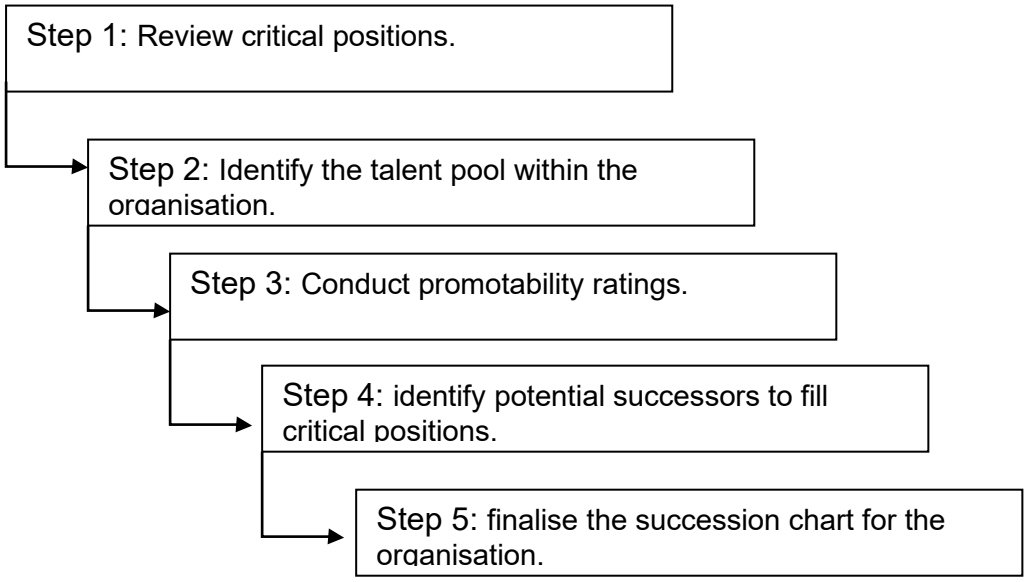
4.6 A succession plan has the aim of identifying and developing employees in a highly structured manner to ensure their readiness for more senior position in the organisation as vacancies arise. (2)

4.7



(5 × 2) (10)

4.8
- 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 who 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 3 × 1) (3)

[40]

QUESTION 5

5.1 5.1.1 Organisational change is any alteration in one or more elements of the organisation. (2)

5.1.2
- Habit
- Security
- Economic factors
- Fear of the unknown
- Awareness of weaknesses in the proposed change
- Incomplete information
- Threat to social systems (Any 6 × 1) (6)

5.2
- 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 both employees and the organisation focus on the same goals and objectives.
- To support all managers in the execution of their tasks.
- To ensure that the enterprise is properly staffed.
- To develop the potential of every employee be 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 all HR matters. (Any 7 × 2) (14)

5.3
- Control function
- Service function
- Advisory function (Any ONE) (1)

5.4 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. (1)

5.5
- The existing organisation is analysed and all job related activities are listed.
- A selection is made of jobs that will be analysed in details.
- Information is collected regarding the nature of the job and the desired characteristics of the job incumbent using organograms which show on which hierarchical level the job is, how it is related to other jobs and where it fits into the organisation as a whole.
- A new job description is drawn up to include all elements necessary to perform the job.
- A job specification is drawn up from the job description listing required skills, knowledge and abilities.
- The job is designed – combining all the tasks and responsibilities to ensure maximum employee productivity as well as job satisfaction.
- The job is regularly analysed and evaluated to ensure that the job design is still valid. (7 × 2) (14)

5.6
- Human resource 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 2 × 1) (2)

[40]

QUESTION 6

6.1
- 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 times have not yet been measured for non-repetitive 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 4 × 2) (8)

6.2
- 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)

6.3
- The organisation structure
- Job responsibility
- Rewards
- Risk
- Warmth
- Support
- Standards
- Conflict
- Identity
- Leader-subordinate relationships. (Any 8 × 1) (8)

6.4
- Human resource utilisation
- Human resource provisioning
- Human resource development
- Human resource maintenance (4)

6.5
- Setting objectives and the strategic plan of the enterprise.
- Analysing the current human resource situation.
- Forecasting future human resource requirements.
- Human resource audit.
- Implementing an action programme. (5 × 2) (10)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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