higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

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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. Clearly cross out ALL work you do NOT want to be marked.

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

QUESTION 1

1.1 Choose a term 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	Scientific observation and analysis of all processes in the workplace	A	rewards
		B	conflict
1.1.2	Aim of improving organisational effectiveness by changing attitudes, perceptions, behaviour and expectations	C	induction
		D	job specification
1.1.3	Refers to clashes between individuals or groups	E	organisational development
1.1.4	Making sure that the right employee is doing each job while avoiding having too many or too few employees in the organisation	F	HR Planning
		G	work study
		H	job rotation
1.1.5	Broad guidelines of an enterprise which guide managers and workers in making decisions	I	job analysis
		J	policy
1.1.6	Factor that affects the organisational culture	K	job description
1.1.7	Moving employees through a range of jobs so that they do different types of work at different times	L	recruitment
1.1.8	Introducing new incumbents by showing them around the company and explaining what their jobs entails		
1.1.9	Attracting suitable people to apply for jobs that are available in the organisation and conducting job interviews		
1.1.10	List of the knowledge, skills, education and training that an employee needs to have in order to carry out the job		

(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 A mission statement gives an overall picture of what the company does and why.

1.2.2 A wide span of control means that managers have relatively few subordinates reporting to them.

1.2.3 Authority refers to the power and rights to do certain things that the organisation bestows on an individual.

1.2.4 Selection and staffing refers to observing whether the new employees are fitting in well in their new positions.

1.2.5 Training employees in the organisation is to let them do physical exercise.

1.2.6 The ratio of output to input refers to productivity.

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

1.2.8 A process analysis forms part of a method study.

1.2.9 Estimates may be used to carry out a work measurement.

1.2.10 Reviewing the impact of legal policies on employment decisions of an organisation is a Human Resources Strategy.

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions in SECTION B.

QUESTION 2

2.1 Demitri Kiewiets established the manufacturing company Creative Minds in July 2003. The company manufactures denims through the creativity of young individuals.

Demitri runs the business with a very effective team consisting of a human resources manager, a finance manager, a production manager, a marketing manager and a sales manager. Each manager has a supervisor reporting directly to him and lower-level workers who perform most of the daily tasks required.

2.1.1 Explain to Demitri what an *organisational structure* is. (2)

2.1.2 Demitri wants to explain the reporting lines to all employees.

Draw an organisational structure for Creative Minds to enable the manager to do the presentation. (13)

2.1.3 Is the organisational structure a line or a staff structure? Explain your answer. (1 + 2) (3)

2.1.4 List FOUR types of power managers may use to influence employees. (4)

2.2 It is important that the employees of Creative Minds are productive to ensure that they meet the organisational targets.

2.2.1 Provide the management with FIVE reasons why productivity declines. (5 × 2) (10)

2.2.2 State FOUR criteria that Creative Minds can use to determine success or ensure productivity. (4 × 2) (8)

[40]

QUESTION 3

3.1 Human resource planning ensures that you appoint people with the right skills.

3.1.1 Briefly explain to the management team of Creative Minds FIVE reasons for human resource planning. (5 × 2) (10)

3.1.2 List SIX internal or external factors that may influence Creative Minds' human resource planning. (6)

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3.2 3.2.1 Provide Creative Minds with the FOUR management tasks. (4)

3.2.2 Define *delegation of authority* as an additional management task. (2)

3.2.3 List the THREE pillars of delegation of authority. (3)

3.2.4 State FIVE barriers to successful delegation. (5)

3.3 List FIVE objectives of work measurement. (5 × 2) (10)
[40]

QUESTION 4

4.1 Explain a job description to the management. (2)

4.2 Name FIVE pieces of information that should be in any job description. (5 × 2) (10)

4.3 The manager decides to appoint someone to deal with skills development.

What will the job title of this person be? (2)

4.4 List THREE aims of training. (3)

4.5 Groups in an organisation determine whether it is successful or not.

Describe any FOUR characteristics of an effective group. (4 × 2) (8)

4.6 Define *succession planning.* (2)

4.7 Illustrate the FIVE key steps that ensure the effectiveness of succession planning. (5 × 2) (10)

4.8 State THREE objectives of a human resource audit. (3)
[40]

QUESTION 5

5.1 Change is good for any organisation.

5.1.1 Explain to Creative Minds' management team what organisational change means. (2)

5.1.2 Give SIX reasons why individuals are resistant to change. (6)

5.2 Explain any SEVEN objectives of an HR department. (7 × 2) (14)

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5.3 List ONE task of a human resource manager. (1)

5.4 Define *job analysis* in your own words. (1)

5.5 Discuss, in their logical sequence, the steps that should be followed in a job analysis. (7 × 2) (14)

5.6 List any TWO uses of a job analysis. (2)
[40]

QUESTION 6

6.1 Name and explain any FOUR work measurement techniques. (4 × 2) (8)

6.2 List the FIVE steps in a work measurement procedure. (5 × 2) (10)

6.3 State EIGHT factors that influence organisational culture. (8)

6.4 List the FOUR categories that the activities of the Human Resource Department fall into. (4)

6.5 Name FIVE general steps in the process of human resource planning. (5 × 2) (10)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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