higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

9 October 2020

This marking guideline consists of 11 pages.

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SECTION A

Answer all the questions in SECTION A.

QUESTION 1

1.1
1.1.1 A
1.1.2 A
1.1.3 C
1.1.4 B
1.1.5 A
1.1.6 D
1.1.7 C
1.1.8 D
1.1.9 C
1.1.10 B

(10 × 2) (20)

1.2
1.2.1 The general attitude that people have towards their jobs

1.2.2 The dream that the organisation has for its future

1.2.3 When a candidate has been chosen to fill a vacancy he/she will be placed in the relevant position

1.2.4 The overall term referring to the scientific observation and analysis of all processes in the workplace involving people, materials, methods, equipment and machinery

1.2.5 Its aim is to improve organisational effectiveness by changing attitudes, perceptions, behaviours and expectations.

1.2.6 The HR department and immediate supervisors of an employee undertake to establish to which degree the employee performs against various standards which have been previously identified and weighted

1.2.7 The ratio of output to input

1.2.8 Refers to the power and rights of an individual to do certain things that the organisation bestowed on him/her

1.2.9 A formal approach taken by the organisation to ensure that employees have proper qualifications and experience available when needed

1.2.10 Any alteration in one or more elements of the organisation

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Mark any FOUR of the five questions in SECTION B.

QUESTION 2

2.1 2.1.1 7 (2)
2.1.2 5 (2)
2.1.3 9 (2)
2.1.4 16 (3)
2.1.5 36 (3)

2.2 2.2.1 Organisational structure is the way in which job tasks are formally divided, grouped and coordinated. (2)

2.2.2
- Keep the different parts together in a particular shape and relationship.
- Give stability to the whole organisation.
- Keep the organisation logical and orderly.
- Promote communication.
- Support better coordination and control.
- Indicate method of delegation. (6)

2.2.3
- Line structure is the traditional/simplest form of an enterprise structure.
- The functional structure is the traditional structure that develops as management sees the advantages of specialisation. (2 × 2) (4)

2.3 2.3.1 (a) Internal sources:
- Job advertisements on bulletin boards or e-mails
- Personnel records will identify employees with the necessary competencies
- Skills inventories can identify whether a person can be allowed to move out of his/her present position.

(Any 2 × 1) (2)

(b) External sources:
- Employment agencies
- Headhunting/raiding
- Walk-ins
- Referrals
- Professional associations
- Advertisements in newspapers, magazines and professional journals
- Campus recruitment (Any 2 × 1) (2)

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2.3.2
- Assess the organisation in terms of attractiveness to potential employees.
- Obtain approval for a position in terms of necessity and budget.
- Update job description and the resulting job specification.
- Choose a recruitment medium and develop and place an advertisement with a closing date.
- Evaluate applications and compile a short list for initial interviewees and contact unsuccessful applicants.
- Notify successful applicants and make arrangements for the second interview. (6 × 2) (12)

[40]

QUESTION 3

3.1 3.1.1 It is the way in which things are done in an organisation. (2)

3.1.2
- The organisational structure – how the employees feel about the rules, regulations and procedures and how they experience communication and the general atmosphere
- Job responsibilities – how the employees experience being in charge of their own jobs
- Rewards – how employees feel about rewards they received, the emphasis on their positive or negative responses to work done
- Risks – the challenges that a job holds
- Warmth – the friendship and friendliness of co-workers
- Support – the amount of help which managers provide
- Standards – the importance of doing work to a particular standard
- Conflict – the manner in which problems are handled by management
- Identity – the feeling of belonging to a team and the importance that management places on team building
- Leader/subordinate relationships – the most important characteristic of the culture (Any 6 × 1) (6)

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3.1.3 (a) Close, threatening culture:

- Output objectives are high.
- Responsibility for performing tasks remains with the individual doing the work.
- It has a narrow span of control.
- Emphasis is on individual performance and teamwork is not encourage.
- High productivity may be present, but workers are not motivated or satisfied with their working conditions.
- The organisation emphasises formal authority structures and consequently concentrates on functional units in isolation. (Any 2 × 1) (2)

(b) Open, participative culture:

- 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 2 × 1) (2)

3.2 3.2.1 Internal factors:

- Objectives of the enterprise:
  The objectives of the enterprise might be to grow in the future therefore manpower should be planned in advance.

- Enterprise style:
  More emphasis is placed on the provision of employees who are compatible with the leadership style of the enterprise and its management team.

- Nature of the task:
  Requires skills and knowledge within the enterprise, necessitates that management plan for recruitment and training of employees who will be able to carry out the required tasks.

- Work groups:
  It is necessary that teams work together. The communication method existing in the enterprise and the existing leadership styles will have an effect on the recruitment of employees.

(1 mark for each factor and 1 mark for its explanation) (Any 3 × 2) (6)

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3.2.2 External factors:

- Trade unions:
  They can set requirements about the amounts and qualifications that prospective employees need to adhere to.

- Government requirements and regulations:
  Many changing laws and ordinances in South Africa have to be adhered to by the enterprise when planning the right employees for employment.

- Economic conditions:
  Enterprises need to adapt to the changing economic conditions that prevail.

- Technological changes:
  Continuous changes in technology necessitate the training of existing employees or the employment of persons with the necessary qualifications.

(1 mark for each factor and 1 mark for its explanation) (Any 3 × 2) (6)

3.3 3.3.1 Compensation management is the management of a system where individuals are rewarded for their work, diligence and level of performance by means of pay and benefits. (2)

3.3.2

- Remuneration
  To pay salaries according to the performance of employees

- Incentive schemes or bonuses
  To motivate employees to do more (2 × 2) (4)

3.3.3

- Pension schemes.
- Personal security benefits
- Personal needs
- Financial assistance
- Company cars and petrol
- Improvement of standard of living (6)

3.3.4

- Ensuring a quality work environment and social responsibility
- Ensuring a healthy and safe work environment
- Motivation of employees
- Provision of good leaders
- Structuring of groups (Any 4 × 1) (4)

[40]

QUESTION 4

4.1
- Planning:✓ Refers to deciding what the organisation is going to do. ✓
- Organising:✓ Is deciding how the organisation is going to implement the plans it has come up with.✓
- Leading:✓ Refers to ensuring that the human resources in the organisation are willing and able to implement the plans required to achieve its goals, after they have organised the resources needed to do this. ✓
- Controlling:✓ Is to measure how well the organisation is doing in implementing the plans that are in place, utilising all the resources that have been organised and providing leadership to the employees required to achieve its goals.✓ (4 × 2) (8)

4.2
- A win-lose situation
- Where two parties disagree on how to reach a goal.
- Where senior employees abuse their authority over juniors.
- Where two parties have different perceptions.
- When changes are implemented and people feel threatened by it.

(Any 4 × 1) (4)

4.3 It is an analysis of the human resources situation of all current employees of the enterprise. (2)

4.4
- Personal information
- All training in the form of diplomas, degrees, certificate and courses
- Complete service records of all previous employees
- Results of performance evaluations and reports on promotional potential
- Personal career prospects (Any 4 × 1) (4)

4.5
- Making a comparison between what is available in the enterprise in the form of labour and what is required.
- It identifies potential promotional material for the future.
- It creates opportunities for all to voice their aspirations and to make concrete plans in terms of planning their own individual development in the enterprise. (3 × 2) (6)

4.6 4.6.1 Selection includes the use of application forms, curriculum vitae, interviews, employment and skills tests and reference checks to evaluate and screen candidates for a job from a pool of applications. This is followed by an interview, assessment and reference checks to ultimately hire a candidate. (2)

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4.6.2
- Applications are screened on the basis of completed job applications.
- An initial screening interview is held.
- Assessment takes place to determine the skills of short-listed applicants and their ability to learn on the job.
- Reference checks and background investigations are conducted.
- An in-depth interview is conducted by the manager to whom the applicant will report.
- A medical physical examination is conducted if appropriate.
- An offer of employment is made. (7 × 2) (14)

[40]

QUESTION 5

5.1.1
- Assigning formal authority, responsibility and accountability for the completion of specific activities to a subordinate (2)

5.1.2
- The unity-of-command principle
- A clear line of authority running from the highest to the lowest level of authority must be established (scalar principle).
- Accountability must be assigned for specific tasks to the lowest organisational level.
- The subordinate must be responsible for specific results.
- The subordinate must be given the freedom to choose the method and solution to carry out the task.
- Open communication lines must exist.
- Specific tasks must be delegated.
- Specific subordinates must be assigned specific delegated tasks.
- The assignment/task must actually be delegated.
- A feedback system must be established. (Any 5 × 1) (5)

5.1.3
- 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 retained accountability for the actions of a subordinate
- When the manager fears that his authority is reduced
- When a manager is threatened by a subordinate's success
- When the subordinate wants to avoid responsibility and risk

(Any 5 × 1) (5)

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5.2
- Ensure that all employees understand that an organisation employs unique individuals who each make an important impact on the organisation's effectiveness.
- Create a culture where both employees and the organisation focus on the same goals and objectives.
- Support all managers in the execution of their tasks.
- Ensure that the enterprise is properly staffed.
- Develop the potential of every employee be means of training.
- Retain 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)

5.3
- Divide tasks into their logical parts.
- Collect all facts.
- Critically evaluate the existing method.
- Choose and develop an improved method.
- Write a report.
- Implement the new method.
- Maintain the new method. (7 × 2) (14)

5.4
- Study the overall system
- Identify delays
- Identify transport distances
- Identify processes and processing time requirements
- Simplify the entire operation
- Add value to the product or service (Any 2 × 1) (2)

[40]

QUESTION 6

6.1 6.1.1
- Interacting groups:✓ The work of one group is the input for another.✓
- Coacting groups:✓ Work carried out by one group does not influence the work of another group.✓
- Counteracting groups:✓ Groups on opposite sides work together to resolve differences.✓ (3 × 2) (6)

6.1.2
- The norms of the group may be different to the organisation's.
- A group may be highly cohesive in a way that undermines the goals of the organisation.
- A strong sense of solidarity could undermine the goals of the organisation.
- Decision making within the group may be slow.
- Pressure to conform might have negative influence on some members of a group.
- A few members of the group might dominate the rest of the group.
- Unless a group has a clear leader, no one person can be held responsible for the actions of the group.
- Group thinking may undermine the creativity of individuals.

(Any 3 × 2) (6)

6.2 It is the process of determining/deciding/estimating in advance what the correct number of employees are who possess the correct type of skills that are needed to do the various tasks in the enterprise, as well as deciding whether the tasks will be carried out or not. (2)

6.3 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's remuneration strategies are in line with the norm in the industry, 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 maintenance of interpersonal relations and communication. ✓

Human resources utilisation: ✓
- This ensures that employees fit the job that they have been employed for and motivating 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.✓ (Any relevant 4 activities × 2) (8)

6.4
- Job analysis of all employees is done.
- Work performance is measured against job description.
- The level of proficiency/quality of workers is investigated.
- Labour turnover and absenteeism is investigated.
- Internal movements of employees in the form of transfers and promotion are investigated.
- Current shortages are identified. (Any 2 × 1) (2)

6.5
- Ensure that the right people are available to meet staffing requirements
- Handle diversity of the workforce
- Provide employees with realistic job expectations
- Downsize, restructure or re-engineer enterprises due to mechanisation and computerisation.
- Enterprises assist individuals who cannot realise their personal goals within the enterprise to find alternative employment.
- Realistic job and career opportunities to match the abilities and needs of individuals.
- Effective use of the workforce.
- Reduce absenteeism.
- Lower staff turnover.
- Improve morale among employees.
- Ensure less wastage and a better organisational image. (Any 5 × 2) (10)

6.6
- Create career opportunities and advise employees about the various career paths that are available in the organisation.
- Match the goal of the individual with those of the organisation.
- Ensure that career development is understood the same way by all parties.
- Ensure continuous support by periodically reviewing employee progress, by providing opportunities for self-study inside and outside the organisation, by regular informal discussions and by counselling sessions.

(Any 3 × 2) (6)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

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