higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

9 October 2020 (X-paper)
09:00–12:00

This question paper consists of 8 pages

217Q1B2009

Copyright reserved

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. 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.

Copyright reserved

SECTION A

Answer all the questions in SECTION A.

QUESTION 1

1.1 Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 ... is the process of receiving and welcoming employees when they first join the company.

A Induction
B Placement
C Recruitment
D Leading

1.1.2 The process of applying techniques that shows how long it takes a trained, qualified employee to do a particular activity at a defined level of performance:

A Work measurement
B Method study
C Work-study
D Form design

1.1.3 … is not a characteristic that affects productivity in the workplace.

A Personality
B Job satisfaction
C Psychology
D Motivation

1.1.4 … is not an additional management task.

A Communication
B Observation
C Decision making
D Delegation

1.1.5 Human Resources managers have … authority.

A staff
B control
C power
D funding

Copyright reserved

1.1.6 A method of conducting a job analysis is …

A psychological evaluation.
B communication.
C training.
D questionnaires.

1.1.7 … refers to the number of subordinates reporting directly to a particular manager.

A Work measurement
B Productivity
C Span of control
D Method study

1.1.8 A factor that influences the choice of span of control is …

A the stakeholder.
B the trade unions.
C the suppliers.
D specialisation.

1.1.9 Work measurement can be carried out by means of the following technique:

A Support
B Conflict
C Estimates
D Identity

1.1.10 The activities and processes of the HR department where it applies expertise to assist the organisation effectively and to utilise its human resources in order to achieve the organisation's vision, mission and long-term goals is …

A human resources provisioning.
B a human resources function.
C human resources development.
D human resources training.

(10 × 2) (20)

Copyright reserved

1.2 Define each of the following terms:

1.2.1 Job satisfaction

1.2.2 Vision

1.2.3 Placement

1.2.4 Work-study

1.2.5 Organisational development

1.2.6 Performance appraisal

1.2.7 Productivity

1.2.8 Authority

1.2.9 Career development

1.2.10 Organisational change

(10 × 2) (20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR of the five questions in SECTION B.

QUESTION 2

2.1 Use the information given in the TABLE below and answer the questions with regard to personnel movement by the end of December at Bosch Frozen Foods.

JOB CLASSIFICATION	NO. OF EMPLOYEES DECEMBER	RETIRED	PROMOTED	TRANSFERRED	DISABLED
Manager	1				
Middle-level managers	8	5			2
Low-level managers	9		2	3	
Supervisors	10	3	3		1
General workers	8	1		1	
Total					

2.1.1 How many people have to be recruited to fill vacancies for supervisors? (1 × 2) (2)

2.1.2 How many personnel members were promoted? (1 × 2) (2)

2.1.3 How many employees retired during the year? (2)

2.1.4 What is the total movement of personnel out of Bosch Frozen Foods? (3)

2.1.5 Calculate the total number of posts at Bosch Frozen Foods. (3)

2.2 2.2.1 Define the term *organisational structure*. (2)

2.2.2 State the SIX functions of an organisational structure. (6)

2.2.3 Differentiate between *line structure* and *functional structure*. (2 × 2) (4)

2.3 2.3.1 State the following sources of recruitment:

(a) THREE internal sources

(b) THREE external sources

(2 × 2) (4)

2.3.2 When management wants to recruit new employees, they have to follow the process of recruitment.

Discuss the steps in the recruitment process. (6 × 2) (12)
[40]

QUESTION 3

3.1 Any organisation has an organisational culture that defines it.

3.1.1 Define *organisational culture*. (1 × 2) (2)

3.1.2 Explain SIX factors that have an impact on the organisational culture. (6)

3.1.3 State TWO characteristics of each of the following:

(a) A close, threatening culture

(b) An open, participative culture

(2 × 2) (4)

3.2 Name and explain the following factors that influence human resources planning:

3.2.1 THREE internal factors

3.2.2 THREE external factors

(2 × 6) (12)

Copyright reserved

3.3	3.3.1	Explain the term *compensation management*.		(2)
	3.3.2	State and discuss TWO facets of compensation.	(2 × 2)	(4)
	3.3.3	Name SIX benefits that employees may receive.		(6)
	3.3.4	State FOUR additional maintenance activities of the management team.		(4)
				[40]

QUESTION 4

4.1	Name and explain FOUR basic management tasks in full.	(4 × 2)	(8)
4.2	Discuss FOUR factors that can cause conflict in an organisation.		(4)
4.3	Part of human resources planning is to do a skills inventory.		
	What is a *skills inventory*?		(2)
4.4	State FOUR types of information that should appear in a skills inventory.		(4)
4.5	State the objectives of doing a skills inventory.	(3 × 2)	(6)
4.6	Selection forms an integral part of human resources provisioning.		
4.6.1	What is meant by *selection*?		(2)
4.6.2	Fully explain the selection process that a company should follow.	(7 × 2)	(14)
			[40]

QUESTION 5

5.1	5.1.1	Define *delegation*.	(1 × 2)	(2)
	5.1.2	State FIVE guidelines for effective delegation.		(5)
	5.1.3	State FIVE barriers to delegation.		(5)
5.2		State SIX objectives of a human resources department.	(6 × 2)	(12)
5.3		State SEVEN steps of a method study.	(7 × 2)	(14)
5.4		State TWO objectives of a method study.		(2)
				[40]

Copyright reserved

QUESTION 6

6.1 Groups in the work environment have a very important role to help an organisation to reach its objectives.

6.1.1 Name and explain THREE types of groups. (3 × 2) (6)

6.1.2 State THREE disadvantages of groups. (3 × 2) (6)

6.2 What is human resources planning? (2)

6.3 Name and explain the FOUR categories in which the activities of the human resources department can be divided. (4 × 2) (8)

6.4 State TWO activities that should be carried out during a human resources audit. (2)

6.5 Give FIVE reasons for career development. (5 × 2) (10)

6.6 State THREE facts that the management team should do to enhance self-development. (3 × 2) (6)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200

Copyright reserved