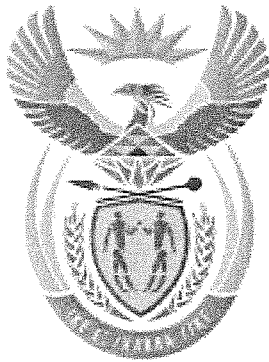
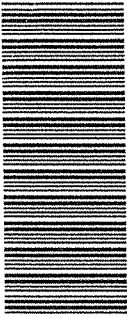


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N1200(E)(J6)H
JUNE EXAMINATION
NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N5**

(4110435)

**6 June 2014 (Y-Paper)
13:00–16:00**

Calculators may NOT be used.

This question paper consists of 9 pages.

DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N5
TIME: 3 HOURS
MARKS: 200

NOTE: If you answer more than the required number of questions, only the required number of questions will be marked. All work you do not want to be marked must be clearly crossed out.

INSTRUCTIONS AND INFORMATION

1. SECTION A is COMPULSORY.
 2. Answer any FOUR questions from 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 (COMPULSORY)**QUESTION 1**

Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–W) next to the question number (1.1–1.15) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1	Do human resource planning and forecast before starting the process	A	head hunting
1.2	Analyse the organisation's HR needs, analyse the vacancies, obtain management approval	B	personnel research method
1.3	Method used in research to obtain information	C	criterion validity
1.4	Must adhere to current legislation	D	aim of recruitment
1.5	Uses information obtained to manage people effectively	E	selection
1.6	Direct approach of skilled people currently employed	F	employment equity
1.7	Eliminate applications whose characteristics do not match the minimum requirements of the job	G	guidelines for effective induction
1.8	Good performance in test predicts good performance in work situation	H	recruitment policy
1.9	Notice board, word-of-mouth, e-mails	I	Labour Relations Act
1.10	Background investigation to verify the truthfulness of information provided	J	reference check
1.11	Searching for, identifying and attracting suitable candidates	K	steps in the recruitment process
1.12	Satisfy the need of the new employee, mentor that answers queries, systematic process	L	stress interview
1.13	Most important questions are planned, interviewer deviates from set questions, interviewer must be skilled	M	semi-structured interview
1.14	Aggregate quantitative reviews	N	employment agencies
1.15	Organisations are compelled to employ persons from previously disadvantaged groups or minority or designated groups	O	structured interview
		P	screening

	Q induction R internal sources of recruitment S personnel research T selection board U recruitment V referrals W placement
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(15 x 2)

[30]

QUESTION 2

Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (2.1–2.10) in the ANSWER BOOK.

- 2.1 Induction programmes are evaluated by means of structured questionnaires and informal conversations with new employees.
- 2.2 External sources of recruitment are walk-ins, temporary employees, word-of-mouth, advertisements.
- 2.3 Role-plays, performance appraisal, case studies and SWOT-analysis are methods helping to do a personnel research.
- 2.4 Demotion is not a placement method.
- 2.5 The correct order of the three steps in the induction process is: pre-arrival, encounter and metamorphosis.
- 2.6 Surveys, observations and screening are personnel research methods.
- 2.7 Reference checks are compulsory as part of the selection process.
- 2.8 Bribery, nepotism, favouritism are all external factors affecting the selection process.
- 2.9 An objective of placement is to prevent accidents and/or wastage of material.
- 2.10 The value of a well-conducted survey, as a personnel research method, is that it helps to obtain data that is accurate, valid and reliable.

(10 x 1)

(10)
[40]**TOTAL SECTION A:****40**

SECTION B

Answer any FOUR questions from this section.

QUESTION 3

James Duma becomes the proud owner of the Eastern Cape franchise of Burger and Pizza King. James realised very quickly that the excitement of being the franchise owner soon resulted in various challenges. But because of his business experience and dedicated staff working for him, James was not upset about the challenges but actually looking forward to it.

- 3.1 James's first challenge was to ensure that his staff is managed effectively. He decided to do a proper personnel research amongst staff to identify any problem areas and to find an answer for these potential problem areas.
- Name the FIVE main areas and any THREE sub-areas per main area where James and his HR Department can do a personnel research to improve the effective management of his staff. (5 + 5 x 3) (20)
- 3.2 There are various methods James and the HR Department can use to do the research.
- List TEN methods they can use. (10 x 1) (10)
- 3.3 The Zwelintini-franchise in Port Elizabeth had a vacancy for a night-shift manager. The HR Department has to start the recruitment process to fill the vacancy.
- 3.3.1 Explain what recruitment is. (5)
- 3.3.2 You are responsible for compiling the recruitment policy of Burger and Pizza King.
- Indicate the most important aspects that should be included in the policy. (5 x 1) (5)
- [40]**

QUESTION 4

- 4.1 The HR Department of Burger and Pizza King decided to fill the night-shift manager vacancy by appointing a manager from within the company.
- 4.1.1 Explain SIX advantages for the decision to fill the vacancy from within. (6 x 2) (12)
- 4.1.2 Explain FOUR potential disadvantages for the decision to fill the vacancy from within. (4 x 2) (8)

- 4.1.3 List any FIVE internal sources of recruitment that can help the HR Department in finding a suitable candidate from the pool of potential applicants from within the company. (5 x 1) (5)
- 4.2 The recruitment process is not that simple, because there are internal and external factors influencing the process.
- According to your opinion which FIVE factors (internal and/or external) could influence the recruitment of a suitable applicant? (5 x 1) (5)
- 4.3 After their efforts of finding a suitable applicant from within Burger and Pizza King, the HR Department decided to advertise the vacancy externally.
- Draw up a list of any FOUR external sources of recruitment that may help to find a suitable applicant for the vacancy. (4 x 1) (4)
- 4.4 After the closing date for applicants to apply, there were quite a number of applications and therefore the HR Department has to screen the applications.
- 4.4.1 What is meant by the screening of applications? (3 x 1) (3)
- 4.4.2 After the screening process was completed a shortlist of five candidates (applicants) was handed over to the HR manager. The five candidates were asked to undergo an interview to determine which candidate is the most suitable for the vacancy.
- Name THREE possible interview techniques the HR Department can decide on. (3 x 1) (3)
- [40]

QUESTION 5

- 5.1 Desmond Hutu was selected as the successful candidate for the vacancy, but his selection caused immediate controversy. One of the other shortlist candidates lodged a complaint that Desmond's selection was effected because of bribery and nepotism.

Explain the meaning of:

5.1.1 Bribery

5.1.2 Nepotism

- 5.2 After the complaint was resolved, Desmond attended a three-day induction programme at the head office of Burger and Pizza King in King William's Town. (2 x 2) (4)

Discuss induction with reference to the following:

5.2.1 Name the key role players involved during the induction programme and explain the role of each one. (3 x 1) (3)

5.2.2 State any SIX objectives of the induction programme. (6 x 1) (6)

- 5.3 It was clear that Desmond's appointment was an affirmative action process.

Explain the meaning of *affirmative action*. (5 x 1) (5)

- 5.4 After six months in his position, Desmond was informed that his performance will be evaluated to identify problem areas and to ensure that he will make a success of his job as night-shift manager.

Discuss performance evaluation under the following:

5.4.1 Describe how you would implement the performance evaluation process in FIVE steps. (5 x 1) (5)

5.4.2 Briefly explain the following approaches to performance evaluation:

5.4.2.1 Traditional approach (4)

5.4.2.2 Peer ratings (3)

5.4.2.3 Self-appraisal (3)

5.4.2.4 Subordinate appraisal (3)

5.4.2.5 360° evaluation (4)

[40]

QUESTION 6

- 6.1 The HR Department decided to evaluate the performance of Desmond based on the objectives that he set for himself as night-shift manager.

Answer the following questions relating to management by objectives (MBO):

- 6.1.1 Define management by objectives. (2)
- 6.1.2 Name the FOUR distinctive parts of MBO. (4)
- 6.1.3 Demonstrate the positive outcomes of management by objectives (advantages). (6)
- 6.2 Management was satisfied with the result of Desmond's performance evaluation. They decided to reward Desmond for his good performance in the form of fringe (employee) benefits.
- 6.2.1 List the SIX categories (no examples) of employee benefits. (6)
- 6.2.2 Indicate how employee benefits could serve as a reward for Desmond's good performance (advantages). (4)
- 6.3 Management can also decide on the implementation of incentive schemes for their staff to boost their performance.
- 6.3.1 Distinguish between the different profit-sharing schemes and the employee share-ownership scheme. (6 + 3) (9)
- 6.3.2 Demonstrate how the implementation of incentive schemes could boost the performance of staff (advantages). (5)
- 6.4 List any FOUR employee benefits an organisation can offer to their employees. (4)
- [40]**

QUESTION 7

- 7.1 Burger Pizza and King want their staff to be happy and to maintain a positive attitude in the workplace. Management's focus turns to job satisfaction, which could bring an increase in productivity. Answer the following questions:
- 7.1.1 Demonstrate how a positive feeling (attitude) in the workplace can contribute to job satisfaction. (6 x 1) (6)
- 7.1.2 Job satisfaction can also be enhanced through job enrichment.
Briefly explain what job enrichment means. (5 x 1) (5)
- 7.1.3 Indicate how you would implement job enrichment successfully at Burger Pizza and King (guidelines). (8 x 2) (16)
- 7.2 Despite creating an environment for job satisfaction, Burger Pizza and King will be faced with the possibility of staff leaving the organisation.
- 7.2.1 Define staff turnover. (2)
- 7.2.2 Distinguish between TWO types of turnover. (2 x 2) (4)
- 7.2.3 Explain THREE possible outcomes of a high staff turnover. (3 x 1) (3)
- 7.2.4 Name any FOUR costs of staff turnover. (4 x 1) (4)
- [40]**
- TOTAL SECTION B: 160**
GRAND TOTAL: 200