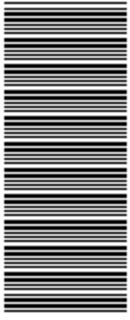


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N1270(E)(J2)H
JUNE EXAMINATION**

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

(4110435)

**2 June 2016 (X-Paper)
09:00–12:00**

This question paper consists of 10 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 only 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.
-

SECTION A (COMPULSORY)**QUESTION 1**

Choose a word or words from COLUMN B that match the description in COLUMN A. Write only the letter (A–L) next to the question number (1.1–1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B
1.1	Do a human resource planning and forecast before starting the process	A survey
1.2	Analyse the organisation's human resource needs, and the vacancy, and obtain management approval	B personnel research method
1.3	Also known as field studies	C personnel research areas/categories
1.4	Must adhere to current legislation	D aim of recruitment
1.5	Uses information obtained to manage people effectively	E personnel research
1.6	Searching for, identifying and attracting suitable candidates	F steps in the recruitment process
1.7	Aggregate quantitative reviews	G factors influencing recruitment
1.8	Information from existing files and documents to determine how serious staff dissatisfaction is	H internal sources of recruitment
1.9	Training and development, separation, reward management and maintaining employee relations	I historical studies
1.10	A pool of available labour outside the organisation, recruitment standards and affirmative action	J recruitment
		K recruitment policy
		L internal factors influencing recruitment

(10 x 1)

[10]

QUESTION 2

2.1 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (2.1.1–2.1.10) in the ANSWER BOOK.

- 2.1.1 External sources of recruitment are walk-ins, temporary employees, word-of-mouth advertisements.
- 2.1.2 Role-plays, performance appraisal, case studies and SWOT analysis are methods that help with personnel research.
- 2.1.3 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.
- 2.1.4 A pool of available labour, trade unions and recruitment standards are examples of factors influencing recruitment.
- 2.1.5 The person responsible for recruitment and the way the organisation functions are included in the recruitment policy.
- 2.1.6 Disadvantages of recruitment from within are: promoted employees don't rise to the challenge, jealousy, and loyalty is rewarded.
- 2.1.7 Commitment to employment equity, a prominent job-title and a brief job description are guidelines for the design of an advertisement.
- 2.1.8 Recruitment is the timely and cost-effective search for a candidate whose competencies match the skills of the vacancy.
- 2.1.9 Benefits of recruitment from within the organisation are cost-saving and increased motivation.
- 2.1.10 Guidelines for the design of a recruitment advertisement are: must include remuneration information, conditions of service and benefits.

(10 x 1) (10)

2.2	Explain the following terms:	
2.2.1	Staff retrenchment	(4)
2.2.2	Job satisfaction	(5)
2.2.3	Absenteeism	(2)
2.2.4	Staff turnover, with reference to the following:	
	(a) The types	
	(b) TWO examples of each type	(2 x 3) (6)
2.2.5	Staff selection	(3)
		[30]
	TOTAL SECTION A:	40

SECTION B

Answer any FOUR questions from this section.

QUESTION 3

Jumbo's Cash & Carry were very successful over the years – a business concept based on a low-profit margin and maximum turnover. Today the situation has changed and with more competition, Jumbo's Cash & Carry realised that their current concept is not going to last. The focus had to move to productivity and the importance of their staff.

The Human Resources Department of Jumbo's Cash & Carry started focussing on the management of their staff and emphasised the importance of a 'happy' staff to help the organisation stay on top of business and competition. To achieve this, they decided on doing continuous personnel research to find answers to maintain productivity and staff satisfaction.

- 3.1 Explain what *personnel research* is. (4)
- 3.2 Management believe personnel research can help them to manage staff more effectively by doing proper reward management.
- State FOUR of the areas as part of reward management, which can assist the management to have more effective staff. (4 x 1) (4)
- 3.3 Name any FOUR other areas where the management can do personnel research, excluding the areas stated in QUESTION 3.2. (4 x 1) (4)

3.4 Read the paragraph and answer the questions:

Jumbo's Cash & Carry open their doors for business at 08:30 and therefore, to be ready for the day's business, they expect their morning-shift staff to be at work at 07:00. Over the last three months the floor supervisors noticed quite a number of staff being late for work. They decided to do a survey amongst staff to find the reasons for them being late for work.

- 3.4.1 From the above paragraph, name TWO research methods that Jumbo's Cash & Carry can apply to investigate the late arrival of staff at their workplace. (2 x 1) (2)
- 3.4.2 Explain how you would conduct personnel research systematically (logical sequence), by referring to the steps. (8 x 2) (16)
- 3.4.3 Name any EIGHT other methods that Jumbo's Cash & Carry can apply to do successful staff research, except those named in QUESTION 3.4.1. (8 x 1) (8)
- 3.4.4 Jumbo's Cash & Carry decided to bring the number of latecomers to the attention of their staff.
- Name the graphical methods that can be used to illustrate the situation. (2)
- [40]**

QUESTION 4

Read the paragraph below and answer the questions.

Jumbo's Cash & Carry is a well-known name in the industry. After many decades of success they still rely on the simple principles of: 'Buy in bulk and deliver the product at a very low price to the client'. The only change recently was that clients requested the management of Jumbo's Cash & Carry to provide the option of buying on credit instead of with cash. The reason for their request was the danger of crime and hijackings. Crime syndicates know they carry large amounts of cash.

The credit concept forced Jumbo's Cash & Carry to transform their financial department and after a staff audit they realised they had to put in place a credit management section. Jumbo's Cash & Carry decided to recruit and appoint a credit manager. His/Her task would be to bring a section together that would be able to manage the 'sales on credit' request, without putting pressure on the cash flow of Jumbo's Cash & Carry.

- 4.1 To find a suitable candidate could be a challenge.

State FIVE possible factors influencing the recruitment process of Jumbo's Cash & Carry. (5 x 1) (5)

- 4.2 Over the years, Jumbo's Cash & Carry opted to recruit firstly from within the business and if not successful, they would place an advertisement in the local newspapers or with a recruitment agency.
- Why would it be to the benefit of Jumbo's Cash & Carry to firstly recruit from within the enterprise to fill the vacancy of credit manager? (5 x 1) (5)
- 4.3 According to Jumbo's Cash & Carry's recruitment policy, recruitment should be done from within the enterprise.
- Critically analyse FOUR possible barriers to or disadvantages of implementing this decision. (4 x 1) (4)
- 4.4 4.4.1 Suggest THREE external sources of recruitment other than those stated in QUESTION 4.2, which could be used by Jumbo's Cash & Carry. (3 x 1) (3)
- 4.4.2 Explain how these methods could be implemented by Jumbo's Cash & Carry. (3 x 2) (6)
- 4.5 Jumbo's Cash & Carry were unsuccessful in appointing an applicant from within the enterprise and advertised the vacancy in the newspapers as well as on Gumtree.com. They were totally surprised with the large number of applications they received.
- 4.5.1 The recruitment agency started screening the applications.
- Give the reason for doing this. (2 x 1) (2)
- 4.5.2 The employment agency decided on ten applicants as 'the most suitable ones' to fill the vacancy and decided to conduct a reference check on all ten applicants.
- Explain to the management of Jumbo's Cash & Carry why it is important to do a reference check. (5 x 1) (5)
- 4.5.3 After the reference check was completed, a shortlist of five candidates was handed to the management of Jumbo's Cash & Carry. Management invited the five candidates to undergo testing. It is important that the testing process be valid and reliable.
- (a) Explain the term *valid testing*. (2)
- (b) Explain the term *reliable testing*. (2)
- (c) There are two types of validity in the testing of potential candidates.
- Name and explain the TWO types of validity. (2 x 3) (6)

[40]

QUESTION 5

After the testing was completed, the five candidates were invited to an interview. The human resources manager of Jumbo's Cash & Carry will be using only a structured interview. In this way each candidate will have a fair interview and requirements of current labour legislation will also be complied with. This will eliminate any form of discrimination during the interview.

- 5.1 Explain to the FIVE candidates how the structured interview will be conducted. (5 x 1) (5)
- 5.2 The interview is a very important step in the selection process.
State FIVE guidelines the human resources manager of Jumbo's Cash & Carry can apply to ensure effective interviewing. (5 x 1) (5)
- 5.3 You are responsible for drawing up the recruitment policy for Jumbo's Cash & Carry.
Draw up the recruitment policy with FOUR possible aspects to guide the recruitment process. (4 x 2) (8)
- 5.4 The human resources manager has decided on Mary as the successful candidate for the position of credit manager. Before the contract of employment is signed, Mary is asked to undergo a medical examination.
- 5.4.1 Determine whether it is allowable in South Africa for Mary to undergo a medical examination. (2 x 1) (2)
- 5.4.2 Advise the management of Jumbo's Cash & Carry on the reasons for undergoing a medical examination. (3 x 2) (6)
- 5.5 Jumbo's Cash & Carry were in contact with Mary regularly since the day she signed her contract of employment. Mary received an electronic version of Jumbo's Cash & Carry's policies, the management group and their contact details, a copy of the strategic plan of the enterprise, and other relevant documents. When Mary finally reported for duty she immediately had to undergo an induction programme.
- 5.5.1 Explain, with reference to the above information, the stages of the induction programme that must take place.
Give ONE reason for your answer. (2)
- 5.5.2 Design an induction programme to be presented to Mary. Include the last TWO stages in the design, referring to the potential elements that you would cover during the induction process. (6 x 1) (6)
- 5.5.3 According to you, who will be responsible for the induction programme at Jumbo's Cash & Carry and who will be the other role players in the process? (3 x 1) (3)

- 5.6 The trade union representing the employees of Jumbo's Cash & Carry has declared a dispute against the appointment of Mary. According to them it was not an employment equity appointment.

Analyse the definition of employment equity and give THREE possible reasons for the trade union's dispute. (3 x 1)

(3)
[40]

QUESTION 6

Jumbo's Cash & Carry are very fortunate to retain their staff year after year. It is clear that their programme of staff training and development contribute to staff satisfaction. The management of Jumbo's Cash & Carry do not focus on only the development of an individual, but also on the entire workforce and its needs. Staff development is seen as a joint action between employees and management.

Safety and good health are very important to Jumbo's Cash & Carry and the entire management commit themselves to a safe and healthy work environment for everybody working for Jumbo's Cash & Carry.

- 6.1 State THREE basic guidelines that Jumbo's Cash & Carry followed to ensure successful training. (3 x 1) (3)

- 6.2 Set the guidelines that will ensure the successful development of staff and ensure that both the organisation and staff benefit from the action. (5 x 2) (10)

- 6.3 The staff development programme also positively contributes to the career development of staff. Sometimes staff members become confused between the concepts career development and career management.

- 6.3.1 Distinguish between *career development* and *career management*. (2 x 2) (4)

- 6.3.2 Many employees display a negative attitude towards career development programmes.

Motivate the employees of Jumbo's Cash & Carry by presenting to them the values of employee career development. (5 x 2) (10)

- 6.4 Give EIGHT suggestions to the health and safety officer of Jumbo's Cash & Carry to ensure a safe and healthy workplace. (8 x 1) (8)

- 6.5 Despite Jumbo's Cash & Carry's commitment to safety and health in the workplace, there are always actions that jeopardise health and safety.

State any FIVE actions that to your knowledge may jeopardise the process. (5 x 1) (5)

[40]

QUESTION 7

Six months after an intensive training and career development programme, the HR department of Jumbo's Cash & Carry decide to appraise the performance of their staff. The purpose of the performance appraisal is to determine whether the training and career development programme also contributed to an increase in their staff's productivity.

- 7.1 One of the concerns about performance appraisal amongst employees is the 'potential pitfalls with regard to the system or method' used during the performance appraisal process.
- After conducting performance appraisal at Jumbo's Cash & Carry, state EIGHT aspects that could go wrong during the performance appraisal process. (8 x 1) (8)
- 7.2 Explain to staff how performance appraisal could be conducted in a traditional approach. (5 x 1) (5)
- 7.3 Except for the traditional approach to performance appraisal, name any THREE other approaches that are equally popular in the performance appraisal of staff. (3 x 1) (3)
- 7.4 A more modern and a very popular approach to performance appraisal is that of 'management-by-objectives' (MBO).
- Compile a document to be presented to the employees of Jumbo's Cash & Carry. The following headings should be covered:
- 7.4.1 FOUR distinctive parts of management-by-objectives (MBO). (4 x 2) (8)
- 7.4.2 SIX benefits of management-by-objectives (MBO) as a performance appraisal method. (6 x 1) (6)
- 7.5 Jumbo's Cash & Carry are always looking into their compensation (reward) system and try to better the quality of life of their staff through the payment of market-related and competitive wages and benefits.
- Discuss staff remuneration by answering the following questions:
- 7.5.1 Name any FIVE formats of compensation Jumbo's Cash & Carry can decide on as the payment method for their staff.
- 7.5.2 Why would the employees of Jumbo's Cash & Carry prefer to receive incentives as a method of payment? (5 x 2) (10)

[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200