N1310**(E)**(J6)H

# NATIONAL CERTIFICATE

# PERSONNEL MANAGEMENT N5

(4110435)

**6 June 2018 (X-Paper)**
**09:00–12:00**

**Calculators may NOT be used.**

**This question paper consists of 8 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 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 THREE 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.

## SECTION A (COMPULSORY)

Answer both QUESTION 1 and QUESTION 2.

## QUESTION 1

Choose an item or a word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–O) next to the question number (1.1–1.10) in the ANSWER BOOK.

| COLUMN A | COLUMN B |
|---|---|
| 1.1 Background investigation to verify the truthfulness of information provided. | A selection board |
| | B personnel research areas |
| 1.2 It is difficult and frustrating because human behaviour is unpredictable. | C external sources of recruitment |
| 1.3 Horizontal work loading | D personnel research |
| 1.4 It is the result of employees dying, going on pension, being retrenched, becoming seriously ill. | E referrals |
| | F job enlargement |
| 1.5 Casual workers, walk-ins, campus recruitment. | G medical examination |
| 1.6 Because the interviewer and the applicant know each other, the applicant is selected instead of a worthier candidate. | H Employment Equity Act (1998) |
| | I bribery |
| | J placement |
| 1.7 Ensures that the applicant is physically capable of performing the job. | K unavoidable staff turnover |
| 1.8 Formal interview conveyed by an official body. | L historical studies |
| | M nepotism |
| 1.9 Equal opportunities, fair treatment in employment and equitable representation of all occupations and levels in the workforce. | N reference check |
| | O avoidable staff turnover |
| 1.10 Training and development, separation, reward management and maintaining employee relations. | |

(10 × 2)  **[20]**

**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     Surveys, observation and screening are personnel research methods.

2.2     The correct order of the three steps of the induction process is:  Pre-arrival, encounter and metamorphosis.

2.3     Unavoidable labour turnover results from retirement, death and the retrenchment of staff.

2.4     External sources of recruitment are walk-ins, temporary employees, word-of-mouth and advertisement.

2.5     Recruitment is the timely and cost-effective search for a candidate whose competencies match the skills of the vacancy.

2.6     Medical testing of an applicant is permissible only if it is justified by the position of the applicant in the organisation.

2.7     Pool of available labour, trade unions and recruitment standards are examples of factors influencing recruitment.

2.8     Reference checks are compulsory as part of the selection process.

2.9     Advertisements must include remuneration information, conditions of service and benefits.

2.10    Substance abuse causes three times more accidents in the workplace.

                                                                    (10 × 2)      **[20]**

                                                    **TOTAL SECTION A:      40**

## SECTION B

Answer any FOUR questions from this section.

## QUESTION 3

Recruitment is the process of acquiring applicants who are available and qualified to fill positions in the organisation. It is often referred to as the art of gaining a labour force.

Answer the following questions:

3.1     Discuss the disadvantages of recruiting externally.                    (4 × 1)      (4)

3.2     Demonstrate in NINE sentences how you would design a recruitment advertisement and indicate the information that should be mentioned.
                                                                                (9 × 1)      (9)

3.3     Max van der Bergh is a recruitment broker for several industrial enterprises. Because he started the business on his own, he asked friends and family members to assist him with the administrative work from time to time. Recently he realised that he cannot run the business in this way any longer and decided to employ a small number of administrative staff members who are all multi-skilled.

         Since interviews are stressful, provide guidelines on how to conduct an interview with a nervous candidate.                    (10 × 2)      (20)

3.4     Except the stress interview, name any THREE possible interview techniques the HR department can decide on.                    (3 × 1)      (3)

3.5     Explain the meaning of assessment centres.                    (4 × 1)      (4)
                                                                                             **[40]**

## QUESTION 4

Personnel research is the systematised investigation into the matters of employees for the purpose of solving their problems.

4.1     Name FIVE research methods available to organisations.            (5 × 2)      (10)

4.2     The basic purpose of personnel research is to seek answers to problems through the application of scientific methodology which guarantees that the information is reliable and unbiased. Employers can obtain information that can assist in future structuring of the organisation.

         Explain the need for personnel research under the following headings:

         4.2.1     Staff selection                                        (3 × 2)      (6)

| | 4.2.2 | Training and development | (3 × 2) | (6) |

4.3 | MBO is not always an effective way of motivating employees since the strategy has many disadvantages. |

| | 4.3.1 | Define *MBO*. | (4 × 1) | (4) |
| | 4.3.2 | Discuss the disadvantages of MBO. | (6 × 2) | (12) |

4.4 Explain the meaning of nepotism. (2 × 1) (2)

**[40]**

## QUESTION 5

5.1 When an organisation undertakes testing, tests must be administered by a registered psychologist or psychometrist for them to be valid.

Explain the following terms:

| | 5.1.1 | Criterion validity | (2 × 1) | (2) |
| | 5.1.2 | Content validity | (2 × 1) | (2) |

5.2 Give reasons for the use of tests. (5 × 1) (5)

5.3 Name THREE characteristics of a valid and reliable test. (3 × 2) (6)

5.4 | Job enrichment is applicable when an employee shows potential and can take responsibility. Employees targeted for job enrichment should be given specific tasks followed by regular feedback to help them to correct their mistakes and complete their tasks. |

Answer the following questions about job enrichment:

5.4.1 State the methods that management can apply to promote job enrichment.

5.4.2 State FIVE limitations of job enrichment.

5.4.3 State FIVE benefits of job enrichment.

(3 × 5) (15)

5.5     Career development is a way to sustain employees' productivity and to assist them in meeting the challenges of the world outside the organisation.

      5.5.1     State FIVE advantages of career development initiatives.

      5.5.2     State the steps that an organisation must follow to ensure effective career development.

                                                            (2 × 5)     (10)
                                                                         **[40]**

## QUESTION 6

Hezekiel Mthombothi is a manager at Thomo Entreprise (Pty) Ltd in Limpopo. Hezekiel and many of his fellow managers are typical of today's managers in that they feel that performance appraisals are not for them. Most of them dislike feedback: they don't like giving it or receiving it. They are afraid that if they give clear feedback, they will also receive feedback on their own performance that could lead to a threatening situation. It is, therefore, neglected at the upper managerial levels. The pitfalls are well documented. In fact, managers avoid conflict, both real and perceived.

They also do not want to take responsibility for their judgements because judgements are often based on feelings, rather than facts. They feel uncomfortable about making decisions which could seriously influence the course of someone else's life.

6.1     Discuss the mistakes evaluators can make when they conduct performance appraisals.     (8 × 2)     (16)

6.2     Suggest FIVE ways in which these mistakes can be corrected.     (5 × 2)     (10)

6.3     Managing employee performance is a key managerial responsibility. Performance appraisals, also referred to as performance reviews, are a method by means of which the job performances of employees are documented and evaluated.

6.3     Name the TWO role players that are involved in the performance appraisal process.     (2 × 1)     (2)

6.4     Name FIVE objectives of performance appraisals.     (5 × 2)     (10)

6.5     Define the term *screening*.     (2 × 1)     (2)
                                                                         **[40]**

                                                    

**QUESTION 7**

7.1 | More than 50% of all injuries on duty are due to unsafe working conditions. It is important that organisations ensure a safe and healthy working environment if they wish to minimise injuries and absenteeism and attain maximum productivity.

     7.1.1    Discuss TEN guidelines for creating a safe and healthy workplace.

                                                   (10 × 2)    (20)

     7.1.2    State the FIVE methods of addressing substance abuse.   (5 × 1)    (5)

7.2 | If employees are tired or stressed, it might be better for them to stay at home and rest than to report for work and be unproductive and ineffective.

     7.2.1    Define *staff turnover*.                       (2 × 1)    (2)

     7.2.2    Differentiate between TWO types of staff turnover.   (2 × 2)    (4)

     7.2.3    Name any FOUR costs of staff turnover.         (4 × 1)    (4)

7.3    Briefly explain what job satisfaction means.          (5 × 1)    (5)

                                                                              **[40]**

                                        **TOTAL SECTION B:**    **160**
                                        **GRAND TOTAL:**    **200**