



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE PERSONNEL MANAGEMENT N5

(4110435)

**27 May 2021 (X-paper)
09:00–12:00**

This question paper consists of 6 pages.

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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 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. Start each section on a new page.
 6. Use only a black or blue pen.
 7. Write neatly and legibly.
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SECTION A

Answer all the questions in SECTION A.

QUESTION 1

Indicate whether the following statements are TRUE or FALSE by writing 'True' or 'False' next to the question number (1.1–1.15) in the ANSWER BOOK. Give a reason for statements that are FALSE.



- 1.1 The encounter stage includes information about working conditions and the employment contract. 
- 1.2 Equity in the workplace is not just about affirmative action for designated groups.
- 1.3 Placement is the first step in the process of providing an organisation with flexible and committed people.
- 1.4 A structured interview allows participants to give as much information as they want to give.
- 1.5 An assessment centre is a place where managers hold their meetings.
- 1.6 The immediate manager or supervisor is involved during the induction programme. 
- 1.7 The Hay method is also known as the Hay guide chart profile method.
- 1.8 Reward management motivates employees to direct their individual performance towards achieving the goals of the organisation.
- 1.9 Take-home pay is the amount of money that an employee receives before deductions.
- 1.10 Termination of service refers to leaving the service of an employer.
- 1.11 According to the current legislation, a man retires at the age of 75 and a woman at the age of 70. 
- 1.12 Absenteeism refers to absence with leave.
- 1.13 Turnover refers to the movement of a workforce into and out of an enterprise.
- 1.14 Bonus is the amount of money paid to an employee below the agreed remuneration.
- 1.15 The Paterson system is one of the most widely used systems in South Africa.

(15 × 2)

[30]

QUESTION 2

Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–F) next to the question number (2.1– 2.5) in the ANSWER BOOK.

COLUMN A		COLUMN B	
2.1	Enables organisation to optimally achieve its goals 	A	absenteeism
2.2	Must adhere to current legislation	B	survey
2.3	Substance abuse, repetitive jobs	C	headhunting
2.4	Also known as field study	D	forced distribution
2.5	Direct approach of skilled people currently employed	E	placement 
		F	recruitment policy

(5 × 2)


[10]**TOTAL SECTION A:****40****SECTION B**

Answer any FOUR of the five questions in SECTION B.



QUESTION 3

The following passage and questions apply to personnel research:

Research is the systematic gathering and interpretation of information. The purpose of obtaining information and facts is to use it to determine cause and effect in relationships. There are many reasons for conducting research into human resource management.


- 3.1 Differentiate between *basic* or *exploratory research* and *operational* or *applied research*. (2 × 2) (4)
- 3.2 Name TEN different types of research methods.  (10)
- 3.3 Name FOUR main areas and FOUR subareas for each main area. (4 × 5) (20)
- 3.4 Name SIX examples of internal records which can be used for historical studies. (6) **[40]**

QUESTION 4

- 4.1 Briefly define the following terms regarding human resource provision:
- 4.1.1 Recruitment
 - 4.1.2 Selection 
 - 4.1.3 Screening
 - 4.1.4 Placement
 - 4.1.5 Induction
- (5 × 2) (10)
- 4.2 Modji Thomo is interested in a vacancy advertised in the Sowetan newspaper dated 17 January 2021. The vacancy is for a personnel officer in the Bokkie Tshepina supermarket in her area. She decided to apply for the position.
- Which source of recruitment was used by the supermarket? (1 × 2) (2)
- 4.3 Various methods may be used to assess the potential applicants as part of the selection process.
- Name and explain FIVE types of assessment that can be used to support selection decisions. (5 × 2) (10)
- 4.4 Although interviews are the most popular and most widely used tool applied to make selection decisions, their effectiveness depends on the skills of the people conducting the interview. 
- Give FOUR reasons why interviews are used to make selection decisions. (4 × 2) (8)
- 4.5 Name FOUR different aspects of induction. (4)
- 4.6 Discuss THREE components of induction. (3 × 2) (6)
- [40]**

QUESTION 5

Answer the following questions based on performance appraisal:

Before a performance management system can be put in place, there should be a clear agreement between employees and management about the objectives of the appraisal. 

- 5.1 Name and explain in FIVE steps how the performance appraisal process takes place. (5 × 2) (10)

- 5.2 Name the THREE parties involved in the performance appraisal process and explain the roles and responsibilities of each party. (3 × 2) (6)
- 5.3 Name and discuss EIGHT problems related to the manager evaluating performance appraisals. (8 × 2) (16)
- 5.4 Discuss FOUR distinctive parts of managing by objectives (MBO). (4 × 2) (8)
- [40]**

QUESTION 6

- 6.1 Job analysis is the systematic process used to collect information about a specific job in order to explore the activities required to effectively perform the job. (5)
- Name FIVE methods of job analysis. (5)
- 6.2 Name FIVE categories of employee benefits. (10)
- 6.3 Name FIVE problems with regard to the termination of service. (5 × 2) (10)
- 6.4 Organisations need to pay attention to health and safety in order to comply with relevant legislation as contraventions of the law can be very costly for them. (20)
- State TEN guidelines for creating a safe and healthy workplace. (10 × 2) (20)
- [40]**

QUESTION 7

- 7.1 Although organisations may help their employees develop their careers, career management is ultimately the individual's responsibility. (12)
- State SIX points of responsibility employees have with regard to career development. (6 × 2) (12)
- 7.2 State the importance of career development to organisations. (7 × 2) (14)
- 7.3 Substance use and abuse negatively influence the behaviour of employees at work. (8)
- Give EIGHT points regarding the cost of substance abuse in the workplace. (8 × 1) (8)
- 7.4 State SIX methods to address substance abuse in the workplace. (6 × 1) (6)
- [40]**

TOTAL SECTION B: 160
GRAND TOTAL: 200