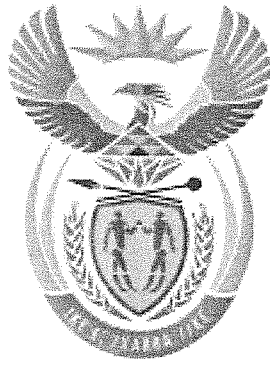
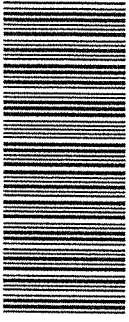


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N1200(E)(M28)H
JUNE EXAMINATION**

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

(4110435)

**28 May 2013 (Y-Paper)
13:00–16:00**

Calculators may NOT be used.

This question paper consists of 7 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 and must be answered by ALL the candidates.
 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.
-

SECTION A (COMPULSORY)**QUESTION 1**

Choose an item/word from COLUMN B that matches a description in COLUMN A. Write only the letter (A–V) next to the question number (1.1–1.15) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1	Uses information obtained to manage people effectively	A	job enlargement
1.2	Information from existing files and documents to determine how serious staff dissatisfaction is	B	content validity
1.3	Also known as field studies	C	forced distribution
1.4	Must adhere to current legislation	D	screening
1.5	Do a human resource planning and forecast before starting the process	E	Paterson system
1.6	Direct approach of skilled people currently employed	F	absenteeism
1.7	Eliminate applications whose characteristics do not match the minimum requirements of the job	G	historical studies
1.8	Good performance in tests predict good performance in work situations	H	job enrichment
1.9	Enable organisation to optimally achieve its goals	I	criterion validity
1.10	Scores cluster around an average score	J	case study
1.11	Method is based on three compensable factors and eight elements applied to the three factors	K	aim of recruitment
1.12	Independent, accountable and control own jobs	L	personnel research
1.13	Horizontal workload	M	selection
1.14	Substance abuse, repetitive jobs	N	placement
1.15	In-house counselling, educational programmes SA	O	recruitment policy
		P	induction
		Q	substance abuse
		R	Hay method
		S	survey
		T	head hunters
		U	job rotation
		V	recruitment

(15 × 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 Career development is a process whereby individuals are developed to make an economic contribution to the country.
- 2.2 Organisational development is a planned intervention to increase effectiveness
- 2.3 Absenteeism is due to substance abuse, lack of communication, personal problems.
- 2.4 Quality of working conditions refers to the positive or negative feelings employees have about their workplace.
- 2.5 Sales incentive schemes is in the form of commission, based on sales and they can also share in the profits of the organisation.
- 2.6 Fringe benefits are paid holidays, company loans, commission and subsidised meals.
- 2.7 Central tendency, too strict or too lenient are typical problems occurring when a decision is made on the performance appraisal method.
- 2.8 Induction programmes are evaluated by means of structured questionnaires and informal conversations with new employees.
- 2.9 External sources of recruitment are walk-ins, temporary employees, word-of-mouth, advertisements.
- 2.10 Role-plays, performance appraisal, case studies and SWOT-analysis are methods helping to do a personnel research.

(10 × 1) [10]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this section.

QUESTION 3

Recruitment is one of the most important processes in the modern organisation, because management realises that success is based on the effective search for a suitable candidate to fill a vacancy to steer the organisation forward.

With reference to the recruitment process answer the following questions.

- 3.1 Explain what the aims of recruitment are. (6)
- 3.2 Explain to the recruitment officer the steps to be followed in the recruitment process. (15)
- 3.3 Draw up a list of TEN possible factors (internal and/or external) that influence recruitment in South Africa. (10)
- 3.4 The most popular and successful source of recruitment is still advertisements in newspapers, magazines, et cetera. Advise the human resource department on guidelines for the design of and the information to be included, in a recruitment advertisement. (9)
- [40]

QUESTION 4

- 4.1 After receiving applications a shortlist of candidates is compiled for interviewing.

Discuss interviewing under the following headings.

- 4.1.1 Name FOUR purposes of selection interviews. (4)
- 4.1.2 Explain the following interview techniques:
- (a) Structured interview (5)
- (b) Unstructured interview (5 × 2) (10)
- 4.1.3 Except for the two interview techniques referred to in QUESTION 4.1.2, name any other THREE interview techniques. (3)
- 4.2 Name FOUR placement methods an organisation can use to ensure a successful candidate is placed correctly to excel in that position. (4)

- 4.3 After the candidate is placed, it is important to welcome the candidate with the help of an induction process.
- Discuss induction with reference to the following.
- 4.3.1 Name SIX objectives of induction. (6)
- 4.3.2 Name the THREE stages in an induction programme. (3)
- 4.3.3 Name the parties involved during the induction programme. (3)
- 4.4 Within a year of employment, it is important to evaluate the performance of the newly appointed employee. Answer the following questions on performance evaluation.
- 4.4.1 Name the THREE key role players in the performance evaluation process. (3)
- 4.4.2 Explain the traditional approach to performance evaluation. (4)
- [40]**

QUESTION 5

- 5.1 The factor comparison method is a performance evaluation technique that involves direct comparison of job tasks.
- State the FIVE benchmark factors on which the factor comparison evaluation is based. (5)
- 5.2 The Peromnes system is also a widely used performance evaluation method.
- State the EIGHT factors on which the Peromnes system is based. (8)
- 5.3 A reward is an external motivator which makes a person work harder, more and better.
- Answer the following questions with reference to rewards and incentives.
- 5.3.1 Explain the term *reward management*.
- 5.3.2 State the advantages of incentive schemes. (5 × 2) (10)
- 5.4 Distinguish, with examples, between the components of a reward management system. (10)
- 5.5 Briefly explain the following bonus schemes:
- 5.5.1 Profit sharing schemes (3)
- 5.5.2 Employee share ownership scheme (4)
- [40]**

QUESTION 6

6.1 Organisations and managements realise that job satisfaction is more important to some of the staff members than a good salary.

Discuss job satisfaction under the following headings.

- | | | | |
|-------|---|---------|-------------|
| 6.1.1 | Give a broad definition of <i>job satisfaction</i> . | | (5) |
| 6.1.2 | What can an organisation expect when there is job satisfaction and a positive feeling in the workplace? | (6 × 2) | (12) |
| 6.1.3 | State EIGHT factors influencing the level of job satisfaction. | (8 × 2) | (16) |
| 6.2 | Explain the following terms: | | |
| 6.2.1 | Career | (5 × 1) | (5) |
| 6.2.2 | Career planning | (2 × 1) | (2) |
| | | | [40] |

QUESTION 7

Discuss staff turnover under the following headings.

- | | | | |
|-----|---|----------|-------------|
| 7.1 | Give a definition of <i>staff turnover</i> . | | (2) |
| 7.2 | Differentiate, with examples, between the types of staff turnover. | (4 + 4) | (8) |
| 7.3 | List 10 possible financial implications of staff turnover for the organisation. | (10 × 2) | (20) |
| 7.4 | Name the benefits of staff turnover for the organisation. | (5 × 2) | (10) |
| | | | [40] |

TOTAL SECTION B: 160
GRAND TOTAL: 200