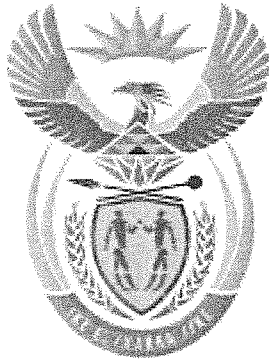


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higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**N1150(E)(N14)H
NOVEMBER EXAMINATION
NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N5**

(4110435)

**14 November 2013 (X-Paper)
09:00–12:00**

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 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 questions from this section.

QUESTION 1

1.1 Explain the following terms:

- 1.1.1 Training
- 1.1.2 Off-the-job training
- 1.1.3 Absenteeism
- 1.1.4 Bonus
- 1.1.5 Induction

(5 × 3) (15)

1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'true' or 'false' next to the question number (1.2.1–1.2.10) in the ANSWER BOOK

- 1.2.1 Demotion is not a placement method.
- 1.2.2 The correct order of the three steps in the induction process is: pre-arrival, encounter and metamorphosis.
- 1.2.3 Surveys, observations and screening are personnel research methods.
- 1.2.4 Reference checks are compulsory as part of the selection process.
- 1.2.5 Management by objectives (MBO) means the management and the supervisors will jointly decide on what the employee needs to accomplish his/her goals.
- 1.2.6 Take-home pay is the amount of money that the employee receives after deductions.
- 1.2.7 Job satisfaction reduces absenteeism, but has no effect on labour turnover.
- 1.2.8 Substance abuse causes three times more accidents in the workplace.
- 1.2.9 Unavoidable labour turnover is retirement, death and retrenchment of staff.
- 1.2.10 Bribery, nepotism, favouritism are all external factors affecting the selection process.

(10 × 2) (20)

QUESTION 2

- 2.1 Choose a term from COLUMN B that matches the description in COLUMN A. Write only the letter (A–G) next to the question number (2.1.1–2.1.5) in the ANSWER BOOK.

COLOMN A		COLOMN B	
2.1.1	Background investigation to verify the truthfulness of information provided	A	job enlargement
		B	employment equity
2.1.2	Verbal or written description of real-life situations	C	field study
		D	reference check
2.1.3	Searching for, identifying and attracting suitable candidates	E	recruitment
2.1.4	Employ persons from previously disadvantaged groups	F	job enrichment
		G	case study
2.1.5	Horizontal work loading		

(5 x 1)

(5)

TOTAL SECTION A:**40****SECTION B**

Answer any FOUR questions in this section.

QUESTION 3

- 3.1 Personnel research is done to obtain information that can help to solve problems and to manage staff effectively. A personnel research is therefore done in various areas or fields of work.

Name FIVE main areas or fields and three sub-areas or sub-fields that are part of the main area or field.

(5 x 4)

(20)

- 3.2 The Human Resource Department (HR) can use various research methods to obtain staff information. Name any 10 methods in this regard.

(10 x 1)

(10)

- 3.3 Name FIVE main aspects included in a recruitment policy.

(5 x 2)

(10)

[40]

QUESTION 4

- 4.1 Answer the following questions with regard to recruitment process:
- 4.1.1 An internal source of recruitment is the appointing from within to fill vacant positions.
State SIX advantages of this source of recruitment. (6 x 1) (6)
- 4.1.2 Name FIVE other internal sources of recruitment except for the internal source of recruitment stated in QUESTION 4.1.1. (5 x 1) (5)
- 4.1.3 Name NINE external sources of recruitment. (9 x 1) (9)
- 4.2 After receiving and screening several applications, the selection panel put a shortlist of potential candidates together. The selection panel will then start the selection process.
Answer the following questions based on selection:
- 4.2.1 What is the meaning of the term *selection*? (2 x 1) (2)
- 4.2.2 Testing is a very important part of the selection process.
Explain the terms *validity* and *reliability* of testing. (6 x 1) (6)
- 4.2.3 After the testing process was completed the candidates were interviewed.
Name FIVE interview techniques the selection panel can make use of. (5 x 1) (5)
- 4.2.4 Name SEVEN guidelines to be followed to ensure effective interviewing. (7 x 1) (7)
- [40]**

QUESTION 5

- 5.1 After the interviews are completed and the selection panel had decided on a potential candidate, the candidate will be requested to undergo a medical examination.
Explain the medical examination process. (5 x 1) (5)
- 5.2 State the affirmative-action measures intended to ensure that suitably qualified employees from designated groups have equal employment opportunities. (5 x 2) (10)

- 5.3 It's important to welcome newly appointed staff, giving them the basic information and helping them to settle down and become productive as soon as possible.

Draw up a list of guidelines to be followed to ensure effective induction.

(15 x 1) (15)

- 5.4 Name and explain the steps in the performance appraisal process. (5 x 2) (10)
[40]

QUESTION 6

- 6.1 When doing a performance appraisal, it is important to decide on the best system or method to be used to measure performance objectives.

State the pitfalls with regard to the system or method of performance appraisal. (10 x 1) (10)

- 6.2 Feedback after the performance appraisal is concluded is very important.

Name FIVE characteristics of positive feedback. (5 x 1) (5)

- 6.3 Many organisations prefer to reward their employees with fringe benefits rather than pure salary increases.

Answer the following questions on fringe benefits:

6.3.1 Name the SIX categories of employee benefits (6 x 1) (6)

6.3.2 State FOUR advantages of offering fringe benefits to staff (4 x 1) (4)

6.3.3 Give EIGHT examples of fringe benefits an organisation can award to their employees. (8 x 1) (8)

- 6.4 Name SEVEN factors which influence the introduction of fringe benefits. (7 x 1) (7)
[40]

QUESTION 7

- 7.1 Job satisfaction is very important for employees. The management tries to enrich the jobs of the employees to ensure and contribute to job satisfaction.

Answer the following questions based on job enrichment:

7.1.1 State the methods the management can apply to promote job enrichment. (5 x 1) (5)

7.1.2 State SIX requirements for successful job enrichment. (6 x 1) (6)

7.1.3	State SIX benefits of job enrichment.	(6 x 1)	(6)
7.2	If employees are dissatisfied at work, there is a good chance that some will stay away from work. Answer the following questions based on absenteeism:		
7.2.1	State the cost of absenteeism	(6 x 1)	(6)
7.2.2	State the methods an organisation can apply to overcome absenteeism.	(10 x 1)	(10)
7.3	The management always develop the careers of their employees. State SEVEN values or advantages of employer career-development initiatives for employees.	(7 x 1)	(7)
			[40]
		TOTAL SECTION B:	160
		GRAND TOTAL:	200