



# higher education & training

Department:  
Higher Education and Training  
**REPUBLIC OF SOUTH AFRICA**

N1150(E)(N21)H  
**NOVEMBER EXAMINATION**

**NATIONAL CERTIFICATE**

**PERSONNEL MANAGEMENT N5**

(4110435)

**21 November 2014 (X-Paper)**  
**09:00–12:00**

**Calculators may 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**

---

**INSTRUCTIONS AND INFORMATION**

1. SECTION A is COMPULSORY.
  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 a word(s) from COLUMN B that matches a description in COLUMN A. Write only the letter (A–P) next to the question number (1.1–1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1	The interviewer and the applicant know each other and the applicant will be selected instead of a more worthy candidate	A	external source of recruitment
1.2	Formal interview convened by an official body	B	structured interview
1.3	Training and development, separation, reward management and maintaining employee relations	C	placement
1.4	Enable organisation to optimally achieve its goals	D	nepotism
1.5	Casual workers, walk-ins, campus recruitment	E	medical examination
1.6	Information from existing files and documents to determine how serious staff dissatisfaction is	F	selection process
1.7	Ensure that the applicant is physically capable of performing the job	G	personnel research areas/categories
1.8	Current employees recommending the organisation should employ their friends or family	H	internal sources of recruitment
1.9	Equal opportunity, fair treatment in employment and equitable representation in all occupations and levels in the work force	I	Employment Equity Act (1998)
1.10	Interview type where applicants are subjected to pressure and description of reactions to certain situations are expected; control of behaviour is crucial	J	selection board
		K	bribery
		L	stress interview
		M	historical studies
		N	referrals
		O	personnel research
		P	survey

(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 (2.1–2.20) in the ANSWER BOOK.

- 2.1 Recruitment is the timely and cost-effective search for a candidate whose competencies match the skills of the vacancy.
- 2.2 Pool of available labour, trade unions and recruitment standards are examples of factors influencing recruitment.
- 2.3 Who is responsible for recruitment and the way the organisation function are included in the recruitment policy.
- 2.4 Benefits of recruitment from within the organisation are cost-saving increased motivation.
- 2.5 Disadvantages of recruitment from within are: promoted employees don't rise to the challenge, jealousy, loyalty rewarded.
- 2.6 Advertisement must include remuneration information, conditions of service and benefits.
- 2.7 Commitment to employment equity, prominent job title and a brief job description are guidelines for the design of an advertisement.
- 2.8 Medical testing of an employee is permissible only if justifiable by the position of the applicant in the organisation.
- 2.9 Content validity measures performance in respect of the critical skills required in the specific job.
- 2.10 Structured interview specific, pre-planned questions; in a specific order; open-ended questions.
- 2.11 A measure of employment equity is to promote diversity and to accommodate people from all groups.
- 2.12 Promotion, employment, induction, transfers and demotion are examples of placement methods.
- 2.13 Human Resource Provision consists of: personnel research, recruitment, selection, placement and induction.
- 2.14 Parties responsible for induction process are the HR department, immediate manager, supervisor and employee.
- 2.15 During an induction programme a mentor is appointed to assist employee and answer work-related queries.

- 2.16 Absenteeism is due to substance abuse, lack of communication, personal problems.
- 2.17 Organisation development is a planned effort to increase effectiveness through planned interventions.
- 2.18 Sales incentive schemes are in the form of commission based on sales and they can also share in the profits of the organisation.
- 2.19 Quality of work life refers to the positive or negative feelings employees have about their workplace.
- 2.20 Career development is a process whereby individuals are developed to make an economic contribution to the country.
- (20 × 1) [20]
- TOTAL SECTION A: 40**

## SECTION B

Answer any FOUR questions from this SECTION.

### QUESTION 3

Mr Price Sport, in Umtata, is urgently looking for a sales manager. Mr Price Sport is now three years in business and knows the market well, but still their sales do not reflect the number of feet visiting the store. The decision to appoint a sales manager is to motivate the sales staff to set goals and to achieve their targets.

- 3.1 Name FOUR aims of recruitment. (4 × 1) (4)
- 3.2 Before Mr Price Sport can start the recruitment process, they have to take notice of several factors (internal and/or external) that can influence the process.
- Explain any FIVE factors that may influence the recruitment process. (5 × 2) (10)
- 3.3 After Mr Price Sport had taken into account all the possible factors that may influence the recruitment process, they received the go-ahead from the HR Department to start the process.
- Name the NINE steps of the recruitment process. (9 × 1) (9)
- 3.4 Mr Price Sport decided to recruit the sales manager externally.
- Discuss what the disadvantages of this decision will mean to Mr Price Sport. (4 × 2) (8)

- 3.5 Demonstrate in NINE sentences how you would design the recruitment advertisement and indicate the information that should be mentioned. (9 × 1) (9)  
[40]

#### QUESTION 4

After explaining to the present sales staff what the need of Mr Price Sport is and that they are looking for a sales manager with the necessary experience and ability to take their sales to a higher level, they decide to place an advertisement in the 'Daily Dispatch' newspaper.

- 4.1 Give THREE advantages of a properly drawn-up advertisement. (3 × 1) (3)
- 4.2 After the advert was placed in the 'Daily Dispatch' there was immediate response and Mr Price Sport received quite a number of applications. The applications were screened and a shortlist of five candidates was drawn up. Discuss the following processes:
- 4.2.1 The recruitment officer has decided to conduct a reference check on all five candidates.  
Explain what a reference check is. (6 × 1) (6)
- 4.2.2 The branch manager and the recruitment officer will conduct the interview.  
Since interviews are stressful, provide guidelines on how to conduct an interview with a nervous candidate. (5 × 1) (5)
- 4.2.3 After the positive outcome of the reference check, the five candidates were invited for an interview. Mr Price Sport decided on a structured interview to ensure that all candidates are treated fairly.  
Indicate how a structured interview will be conducted. (5 × 1) (5)
- 4.2.4 Except for the stress interview (QUESTION 4.2.2) and the structured interview that were referred to in QUESTION 4.2.3, name any THREE other interviewing techniques they could decide on as their interviewing technique. (3 × 1) (3)
- 4.3 According to the recruitment policy of Mr Price Sport the successful candidate had to undergo a medical examination.  
Explain what such medical examination is about. (5 × 1) (5)

4.4 After the medical examination was completed, Chilliboy Ralaphela was offered a one-year contract with a performance clause of a twenty-five per cent sales increase within that financial year. The service contract also stipulated that Chilliboy has to start his job as sales manager from 7 January 2014. Chilliboy Ralaphela has to undergo an induction programme on arrival at Mr Price Sport.

- 4.4.1 Explain the meaning of the term *induction*. (5)
- 4.4.2 Demonstrate to the HR official how to present the induction programme successfully. (4 × 2) (8)

[40]

### QUESTION 5

5.1 After the appointment of Chilliboy Ralaphela, questions were asked about employment equity and if the recruitment/selection process was a fair process to all candidates. The employment equity plan of Mr Price Sport was in place.

Name what an employer should include to ensure a successful employment equity plan. (6 × 1) (6)

5.2 Write the purposes of the Employment Equity Act of 1998 to achieve equity in the workplace. (3 × 1) (3)

5.3 It is nearly the end of the financial year which means that it's time to evaluate the performance of the sales department and more specifically the performance of their sales manager, Chilliboy Ralaphela. It is quite clear that the sales increased over the year but if it increased with twenty-five per cent as stipulated in Chilliboy's contract was not a sure fact.

5.3.1 Explain in detail any SIX objectives of performance appraisal (performance evaluation). (6 × 2) (12)

5.3.2 Name the role players that will be involved in the performance appraisal process. (3 × 1) (3)

5.3.3 It is quite easy for evaluators to make mistakes and cause problems, which could influence the credibility of the performance appraisal result.

Critically discuss EIGHT mistakes that evaluators can make. Indicate how these mistakes can cause problems. (8 × 2) (16)

[40]

**QUESTION 6**

- 6.1 The modern trend in goal setting is to allow employees to set their own goals and base their performance appraisal on their ability to achieve the set goals. This was the beginning of management by objectives (MBO).  
Give SIX shortcomings or disadvantages of MBO. (6 × 1) (6)
- 6.2 After achieving his goal of an increase of twenty-five per cent in sales, Chiliboy requested management to do a proper job evaluation to determine the real worth of a job.  
Discuss FIVE reasons (purposes) why it is important to do job evaluation. (5 × 2) (10)
- 6.3 The factor comparison method of job evaluation focuses on FIVE factors to determine the value or worth of a job.  
Name these FIVE factors. (5 × 1) (5)
- 6.4 Distinguish between a salary and take-home pay. (4)
- 6.5 Explain any FIVE costs of absenteeism. (5 × 2) (10)
- 6.6 Prove to management that job enrichment could be implemented to increase job satisfaction. (5 × 1) (5)
- [40]**

**QUESTION 7**

Mr Price Sport unexpectedly experienced high percentage absenteeism over the last term. Answer the following questions on absenteeism.

- 7.1 Inform management about the factors causing the unusual high percentage absenteeism. (8 × 2) (16)
- 7.2 Develop a plan of action of methods management can apply to overcome the high percentage of absenteeism. (10 × 2) (20)
- 7.3 Give any FOUR unsafe actions or conditions that could occur in Mr Price Sport. (4 × 1) (4)
- [40]**

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