



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1310(E)(N15)H

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

(4110435)

15 November 2018 (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 will be marked. ALL work that you do NOT want to be marked must be clearly crossed out.

INSTRUCTIONS AND INFORMATION

1. Answer ALL the questions in SECTION A.
 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.
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SECTION A (COMPULSORY)

Answer BOTH questions from this section.

QUESTION 1

Indicate whether the following statements are TRUE or FALSE. Choose the answer and write ' True' or 'False' next to the question number (1.1–1.10) in the ANSWER BOOK. Give a reason for your answer.

- 1.1 Job enrichment enables employees to have more authority to become more independent but they are not accountable.
- 1.2 Unavoidable staff turnover is the result of employees dying, retrenchment or more rewarding financial positions elsewhere.
- 1.3 Career development is the process whereby an individual is developed to make an economic contribution to the economy.
- 1.4 The benefits of job enrichment are increased productivity, job satisfaction and lower absenteeism.
- 1.5 Employees who ignore danger because they find it more exciting jeopardise health and safety in the workplace.
- 1.6 The value of a well conducted survey, as a personnel research method, is that it helps to obtain data that is accurate, valid and reliable.
- 1.7 An objective of placement is to prevent accidents and/or wastage of material.
- 1.8 The employment equity plan sets objectives for each year and also has a timetable for each year.
- 1.9 Employees, management and the HR- department are all actively involved in the performance appraisal process.
- 1.10 Induction is the process of receiving and welcoming employees when they first join the organisation.

(10 × 2)

[20]

QUESTION 2

Explain the following human resource management terminologies:

- 2.1 Screening
- 2.2 Absenteeism
- 2.3 MBO (Management by Objectives)

2.4	Recruitment		
2.5	Campus recruitment		
2.6	Bonus		
2.7	On-the-job-training		
2.8	Structured interview		
2.9	Reward management		
2.10	Induction		
		(10 × 2)	[20]
		TOTAL SECTION A:	40

SECTION B

Answer any FOUR questions in this section.

QUESTION 3

- 3.1 Solomon Lengana becomes the proud owner of the Limpopo franchise of Fish and Chips. Solomon realised very quickly that the excitement of being the franchise owner will soon result in various challenges. But because of his business experience and dedicated staff working for him, Solomon was not upset about the challenges but actually looking forward them. He decided to do a proper personnel research amongst staff to identify problem areas and to find answers for these potential problem areas.

Answer the following questions based on personnel research:

- 3.1.1 Name FOUR main areas and FOUR of their sub-areas where Solomon and his HR Department can do a personnel research to improve the effective management of his staff. (4 + 4 × 4) (20)
- 3.1.2 List FIVE methods Solomon and the HR department can use to do the research. (5)

3.2 The HR Department at Fish and Chips decided to fill the vacancy of a night-shift supervisor by appointing externally.

Answer the following questions based on recruitment:

- 3.2.1 Name FIVE advantages of external recruitment. (5)
- 3.2.2 Explain FIVE disadvantages of external recruitment. (5 × 2) (10)
- [40]**

QUESTION 4

The recruitment policy is the document which is drawn up by the management of the enterprise and it will provide guidelines for obtaining staff and guidelines to manage and govern the recruitment of candidates by spelling out the objectives of the recruitment process and by providing guidelines for the recruitment process.

- 4.1 You are responsible for compiling the recruitment policy of Fish and Chips. Indicate the most important aspects that should be included in the policy. (5 × 2) (10)
- 4.2 State FIVE aims of recruitment. (5)
- 4.3 List FIVE external sources of recruitment that can help the Human Resource Department in finding a suitable candidate from the pool of potential applicants. (5)
- 4.4 After the closing date for applicants to apply, screening was conducted and a shortlist of six candidates was handed over to the HR manager. The six candidates were asked to undergo an interview to determine which candidate is the most suitable for the vacancy.
- 4.4.1 Name FIVE possible interview techniques the HR department can decide on. (5)
- 4.4.2 Discuss FIVE guidelines for effective interviews. (5 × 2) (10)
- 4.5 Placement is seldom final within the first three months with an organisation. Name FIVE placement strategies which could loosely be described as probation. (5)
- [40]**

QUESTION 5

- 5.1 Employees are introduced to the organisation and its practices as a whole, and their tasks, superiors, work group and colleagues. Induction programmes differ from organisation to organisation, and various levels of persons in the organisation will undergo different intensities of induction. Part-time employees must not be forgotten, though. The first induction interview, where standards of work are set and tasks specifically identified, is usually at the end of the induction period.

Answer the following questions based on induction:

- 5.1.1 Discuss the THREE components of an induction programme. (3 × 3) (9)
- 5.1.2 Explain the SIX guidelines for effective induction. (6 × 2) (12)
- 5.1.3 Name the THREE parties involved during the induction programme. (3)
- 5.2 Many organisations prefer to reward their employees with fringe benefits rather than pure salary increases.
- 5.2.1 Name FIVE categories of employee benefits. (5)
- 5.2.2 Why would you as HR Manager agree to reward employees with fringe benefits? (5 × 1) (5)
- 5.2.3 State SIX factors which influence the introduction of fringe benefits. (6)
- [40]**

QUESTION 6

- 6.1 Before a performance appraisal system can be put into place, there should be a clear agreement between employees and management about the objectives of the appraisal. Managing employee performance is a key managerial responsibility.

Answer the following questions based on performance appraisal:

- 6.1.1 Discuss the problems experienced by the evaluator when conducting performance appraisals. (10 × 2) (20)
- 6.1.2 Suggest FIVE ways/methods in which these problems can be overcome. (5)
- 6.1.3 Discuss the FIVE different approaches to performance appraisal. (5 × 2) (10)

6.2 MBO is not always a very effective way of motivating an employee since the strategy has many shortcomings.

State the FIVE disadvantages of MBO.

(5)
[40]

QUESTION 7

7.1 Employees targeted for job enrichment should be given specific tasks followed by regular feedback to help them to correct mistakes and complete these tasks.

7.1.1 Define *job enrichment*. (2 × 1) (2)

7.1.2 Explain to your staff why job enrichment could be implemented to their benefit. (5 × 1) (5)

7.2 Absenteeism and high staff turnover are serious problems for some organisations. These two factors reduce productivity and are usually indicators of bigger problems that management should be addressing.

7.2.1 State the FIVE factors causing absenteeism. (5)

7.2.2 Suggest 10 ways/methods to overcome absenteeism and high turnover. (10)

7.3 Termination of service refers to leaving the service of the employer. It can be initiated by the employer or employee and it can be voluntarily or compulsory.

State the reasons for termination initiated by the employee when resigning. (4 × 1) (4)

7.4 More than 50% of all injuries on duty are the fault of unsafe working conditions. It is very important that an organisation ensures a safe and healthy working environment if they wish to minimise injuries and absenteeism and thus maximum productivity.

7.4.1 Explain FIVE guidelines for creating a safe and healthy workplace.

7.4.2 Name FIVE unsafe actions and conditions that jeopardise health and safety. (2 × 5) (10)

7.5 State the value of employer career development initiatives for employees. (4)
[40]

TOTAL SECTION B: 160
GRAND TOTAL: 200