



**higher education
& training**

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

**NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N5**

(4110435)

**18 November 2019 (X-Paper)
09:00–12:00**

This question paper consists of 6 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. 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)

QUESTION 1



Explain the following human resource management terminologies:



- 1.1 Panel interview 
- 1.2 Absenteeism
- 1.3 Placement
- 1.4 Recruitment
- 1.5 Affirmative action
- 1.6 Screening 
- 1.7 Job satisfaction
- 1.8 Criterion validity
- 1.9 Content validity
- 1.10 Induction

(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 (2.1.1–2.1.10) in the ANSWER BOOK.



- 2.1 The person responsible for recruitment and the way the organisation functions are included in the recruitment policy. 
- 2.2 External sources of recruitment are walk-ins, temporary employees, word-of-mouth and advertisement.
- 2.3 Disadvantages of recruitment from within are that promoted employees don't rise to the challenge, jealousy because loyalty is rewarded.
- 2.4 Role-play, performance appraisal, case studies and SWOT analysis are methods that help with personnel research. 
- 2.5 A pool of labour, trade unions and recruitment standards are examples of factors influencing recruitment.

- 2.6 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. 
- 2.7 Guidelines for the design of a recruitment advertisement are that they must include remuneration information, conditions of service and benefits.
- 2.8 Benefits of recruitment from within the organisation are that it is cost saving and increases motivation. 
- 2.9 Commitment to employment equity, a prominent job-title and a brief job description are guidelines for the design of an advertisement.
- 2.10 Recruitment is the timely and cost-effective search for candidates whose competencies match the skills of the vacancy. (10 × 2) [20]
- TOTAL SECTION A: 40**

SECTION B

Answer any FOUR questions in this section.



QUESTION 3

- 3.1 Tshepo was appointed, according to the Employment Equity Act of 1998, to ensure equity in the workplace. State the THREE purposes of the Employment Equity Act of 1998. (3 × 2) (6)
- 3.2 The placement of Tshepo and the induction programme that follows are equally important to ensure that he becomes productive.
- Answer the following questions on induction: 
- 3.2.1 Name TWO components of an induction programme. (2)
- 3.2.2 Provide top management with SIX reasons for the importance of an induction programme. (6 × 2) (12)
- 3.2.3 Name any THREE parties involved in the induction programme. (3 × 2) (6)
- 3.2.4 Make use of THREE placement terms to explain how placement is implemented. (3 × 2) (6) 
- 3.2.5 State any FOUR objectives of placement. (4 × 2) (8)
- [40]**

QUESTION 4


4.1 Certain performance appraisals cause problems with either the method used or the role of the evaluator responsible for the performance appraisal.

Answer the following questions on performance appraisal problems:

- 4.1.1 Name any FIVE problems with the method that is used to do the performance appraisal.  (5 × 2) (10)
- 4.1.2 Name and explain any SEVEN problems caused by the evaluator doing the performance appraisal. (7 × 2) (14)
- 4.1.3 When doing a performance appraisal, who are the parties usually involved? (3 × 2) (6)
- 4.2 Define the term *management by objectives* (MBOs). (5)
- 4.3 List any FIVE disadvantages of MBOs.  (5)
- [40]**


QUESTION 5


Recruitment is an integral component of personnel management and it is often referred to as the art of gaining a labour force. With this in mind answer the following questions based on recruitment:

- 5.1 State FIVE advantages of internal sources of recruitment. (5 × 2) (10)
- 5.2 Name FIVE internal sources of recruitment.  (5)
- 5.3 Describe the EIGHT steps to conduct proper research on recruitment. (8 × 2) (16)
- 5.4 State THREE advantages of a properly drawn up advertisement. (3)
- 5.5 Name SIX interview techniques the selection panel can make use of. (6)
- [40]**

QUESTION 6

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


- 6.1.1 Name SIX categories of employee benefits.  (6)
- 6.1.2 State FOUR advantages of offering fringe benefits to staff. (4)
- 6.1.3 Give EIGHT examples of fringe benefits an organisation can award to their employees. (8)


- 6.1.4 Name SEVEN factors which influence the introduction of fringe benefits.  (7 × 2) (14)
- 6.2 State EIGHT problems regarding termination of service. (8) [40]

QUESTION 7

7.1 Job enrichment can take place when an employee shows potential to take responsibility. Employees targeted for job enrichment should be given specific tasks followed by regular feedback to help them correct mistakes and complete these tasks.


Answer the following questions based on job enrichment:

- 7.1.1 State SIX requirements for successful job enrichment. (6)
- 7.1.2 List SEVEN benefits of job enrichment.  (7)
- 7.1.3 State the methods management can apply to promote job enrichment. (5 × 2) (10)

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)
- 7.2.2 State the methods an organisation can apply to overcome absenteeism. (7)

7.3 Management always develop the careers of their employees. 

Explain in FOUR sentences how you would convince your employees to undergo career development. (4) [40]

TOTAL SECTION B: 160
GRAND TOTAL: 200