



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N5

(4110435)

**7 October 2020 (X-paper)
09:00–12:00**

This question paper consists of 7 pages.

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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. Start each section on a new page.
 6. Use only a black or blue pen.
 7. Write neatly and legibly.
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SECTION A (COMPULSORY)

Answer both questions in this section.

QUESTION 1

Indicate whether the following statements are TRUE or FALSE by writing only 'True' or 'False' next to the question number (1.1–1.10) in the ANSWER BOOK. Correct the statement if it is FALSE.



- 1.1 Personnel research uses information obtained to manage people effectively.
- 1.2 Surveys can also be called field studies. 
- 1.3 Screening eliminates applicants whose characteristics do not match the minimum requirements of the job.
- 1.4 Placement enables organisations to achieve its goals optimally.
- 1.5 Job evaluation is the determination of a job's relative worth in terms of recruitment. 
- 1.6 The process of receiving and welcoming employees when they first join the organisation is called screening.
- 1.7 The encounter stage starts when the employee accepts the offer of employment.
- 1.8 Assessment centres were developed in order to identify managerial talent.
- 1.9 Commission is a weekly payment. 
- 1.10 The aim of recruitment is to match individual competencies with organisational requirements.

(10 × 2)

[20]

QUESTION 2

Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–K) next to the question number (2.1–2.10) in the ANSWER BOOK.

| COLUMN A | | COLUMN B | |
|-----------------|--|-----------------|--|
| 2.1 | The systematic gathering and interpretation of information | A | case studies |
| 2.2 | Verbal or written description of a real-life situation  | B | absenteeism |
| 2.3 | Must measure what it is supposed to measure | C | job satisfaction |
| 2.4 | General attitude an individual employee has about his or her job | D | demotion |
| 2.5 | Takes place when employee shows potential to take responsibility | E | transfer |
| 2.6 | Refers to absence without leave | F | panel interview |
| 2.7 | Employee moving horizontally to another department or position | G | research |
| 2.8 | Loss of responsibility, status and compensation | H | aptitude test |
| 2.9 | Conducted by three to five interviewers | I | job enrichment |
| 2.10 | Refers to a person's ability to perform a task | J | validity  |
| | | K | selection board |

(10 × 2)

[20]**TOTAL SECTION A:****40**



SECTION B

Answer any FOUR questions in this section.

QUESTION 3

Solomon Rachoene is the general manager of Lengana Supermarket in Seshego. He realises the importance of the overall process of attracting, shortlisting, selecting, and appointing suitable candidates for a job within the organisation.


Answer the following questions with regard to recruitment:

- | | | | | |
|-----|---|---|---------|-------------|
| 3.1 | Name the FIVE aims of recruitment. |  | (5 × 2) | (10) |
| 3.2 | Name FIVE aspects that Solomon must include in the recruitment policy to ensure a fair process is followed. | | (5 × 2) | (10) |
| 3.3 | State FOUR reasons why management should rather not use internal sources of recruitment. | | (4 × 2) | (8) |
| 3.4 | Name SIX external sources of recruitment. | | (6 × 1) | (6) |
| 3.5 | State the THREE aims of recruitment advertising. |  | (3 × 2) | (6) |
| | | | | [40] |



QUESTION 4

After receiving and screening several applications, the selection panel compiles a shortlist of potential candidates, and then they will start the selection process.


Answer the following questions with regard to selection:

- | | | | | |
|-----|--|---|----------|-------------|
| 4.1 | List FIVE internal factors of selection. |  | (5 × 1) | (5) |
| 4.2 | Name and explain SIX interview techniques the selection panel can use. | | (6 × 2) | (12) |
| 4.3 | Provide the selection panel with 10 guidelines to conduct effective interviews. | | (10 × 2) | (20) |
| 4.4 | Name THREE reasons for testing the potential of applicants as part of the selection process. | | (3 × 1) | (3) |
| | | | | [40] |



QUESTION 5

- 5.1 Before performance appraisal systems are put in 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.
- 5.1.1 List the FIVE steps in the performance appraisal process. (5 × 1) (5)
- 5.1.2 Name 10 potential pitfalls of performance appraisal.  (10 × 1) (10)
- 5.1.3 Name and explain FIVE different approaches to performance appraisal. (5 × 2) (10)
- 5.2 Name FIVE limitations of job evaluation. (5 × 1) (5)
- 5.3 Differentiate between *salary* and *take-home pay*.  (2 × 2) (4)
- 5.4 Name the factors which influence the introduction of fringe benefits. (6 × 1) (6)
- [40]**

QUESTION 6

- 6.1 Briefly explain each of the following terms:
- 6.1.1 Induction
- 6.1.2 Reward management
- 6.1.3 Termination of service
- 6.1.4 Job satisfaction
- 6.1.5 Job rotation  (5 × 5) (25)
- 6.2 Job satisfaction is not guaranteed but it is more likely to be at a high level when it is influenced by certain factors. Name SIX of those factors. (6 × 2) (12)
- 6.3 Provide THREE reasons why job enrichment should be applied in a company. (3 × 1) (3)
- [40]**

QUESTION 7

| | | | |
|-----|--|---|-------------|
| 7.1 | Various factors jeopardise health and safety in the workplace. | | |
| | Name 10 factors that could put the safety of workers in jeopardy. | (10 × 1) | (10) |
| 7.2 | List FIVE factors causing absenteeism.  | (5 × 1) | (5) |
| 7.3 | List FOUR factors causing staff turnover. | (4 × 1) | (4) |
| 7.4 | Name FIVE methods to overcome absenteeism and high turnover in the workplace. | (5 × 1) | (5) |
| 7.5 | Summarise the differences between <i>on-the-job training</i> and <i>off-the-job training</i> . | (6 × 2) | (12) |
| 7.6 | Define the term <i>career development</i> . |  (2 × 1) | (2) |
| 7.7 | Define the term <i>training</i> . | (2 × 1) | (2) |
| | | | [40] |
| | | TOTAL SECTION B: | 160 |
| | | GRAND TOTAL: | 200 |