



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

N1330(E)(J15)H

NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

**15 June 2017 (X-Paper)
09:00–12:00**

This question paper consists of 9 pages

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING
REPUBLIC OF SOUTH AFRICA
NATIONAL CERTIFICATE
PERSONNEL MANAGEMENT N4
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 you do not want to be marked must be clearly crossed out.

INSTRUCTIONS AND INFORMATION

1. SECTION A is COMPULSORY.
 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**

Various options are given as possible answers to the following questions. Choose the answer and write only the letter (A–D) next to the question number (1.1–1.10) in the ANSWER BOOK.

- 1.1 Basic management tasks:
- A Planning, organising and leading
 - B Motivation, staffing and development
 - C Co-ordinating, disciplining and planning
 - D Communication, decision making and control
- 1.2 An advantage of a line-and-staff organisational structure:
- A Expert knowledge available
 - B Structure of leadership
 - C Staff functionaries too theoretical
 - D Specialists with enforceable authority
- 1.3 Power means ...
- A the influence one individual has over another.
 - B a person is liable to be called to account.
 - C the ability to act without superior authority.
 - D the act of assigning formal authority.
- 1.4 Human resources provisioning activities:
- A Job specification, communication, career management
 - B Job description, recruitment, selection
 - C Job description, compensation, performance evaluation
 - D Job description, entertainment of staff, ordering of raw materials
- 1.5 Human resources audit ...
- A determines current staff shortages.
 - B investigates the quality of current staff.
 - C revises staff predictions.
 - D forecasts future human resources needs.
- 1.6 Job specification information:
- A Job identification, duties and risks
 - B Physical input, training and experience
 - C Job summary, risks and training
 - D Job title, work circumstances and workplace

1.7 Which ONE of the following is NOT a guideline for effective interviewing?

- A Do not settle for vague answers.
- B Ask meaningful questions.
- C Do not combine two questions into one.
- D Be well prepared.

1.8 Which ONE of the following is NOT an objective of work study?

- A Cost saving
- B Increase in overall efficiency
- C Effective utilisation of workers
- D To identify delays

1.9 Human resources maintenance information:

- A Employee relations
- B Succession planning
- C Employee well-being
- D Performance management

1.10 Additional management tasks:

- A Planning, leading, organising
- B Decision making, communication, motivation
- C Responsibility, authority, accountability
- D Hiring specification, job description, job specification

(10 × 2) [20]

QUESTION 2

Define the following terms or words:

- 2.1 Work study
- 2.2 Delegation
- 2.3 Performance appraisal
- 2.4 Organisational change
- 2.5 Human resources planning
- 2.6 Delegation
- 2.7 Authority
- 2.8 Productivity
- 2.9 Organising
- 2.10 Organisational culture

(10 × 2) [20]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions in SECTION B.

QUESTION 3

Use the information given below and answer the questions with regard to personnel movement at Westcol TVET College during January 2017.

JOB CLASSIFICATION	NUMBER OF EMPLOYEES JANUARY 2017	RETIRED	PROMOTED	TRANSFERRED
Principal and deputy principals	3	1		
Campus managers	7	1	2	
Heads of department (HODs)	14		3	
Senior lecturers	40		2	
Lecturers	300	2	6	3
TOTAL				

- 3.1 How many personnel members were promoted? (2)
- 3.2 How many people have to be recruited to fill vacancies at the level of campus manager? (2)
- 3.3 What is the HOD to senior lecturer ratio at Westcol TVET College? (3)
- 3.4 How many employees were transferred during the year? (2)
- 3.5 What is the total movement of personnel at Westcol TVET College? (3)
- 3.6 What is the total workforce at Westcol TVET College? (3)
- 3.7 Briefly describe THREE types of authority that managers can adopt at Westcol TVET College. (3 × 3) (9)
- 3.8 State EIGHT factors (internal and external) that may have an influence on human resources planning. (4 × 4) (16)
- [40]**

AND/OR

QUESTION 4

Read the following advertisement which recently appeared in a newspaper and answer the questions.

ADMINISTRATION OFFICER – KRUGERSDORP CAMPUS
[Ref: AO 2016/05/23]

Minimum requirements:

Diploma/Degree or equivalent in an administration field

At least THREE years of relevant experience as an administration clerk or equivalent
 OR

Matric with accounting and at least 10 years of extensive and appropriate experience as an administration clerk

Good written and verbal skills, computer literacy (MS Office) and financial skills required

Recommendation:

Experience in administration/financial software package/s

Excellent interpersonal skills

Duties:

Management of all areas of administration and finances at a campus

Enquiries: Mr KD Moleko (011) 414- 4248

Closing date: 23 June 2016

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|-----|---|--------------|
| 4.1 | What process was used to collect job information for this advertised post? | (2) |
| 4.2 | Describe FIVE uses of a job analysis. | (5 × 2) (10) |
| 4.3 | Discuss FIVE objectives of the human resources department. | (5 × 2) (10) |
| 4.4 | Name and briefly describe the activities of the human resources department. | (4 × 2) (8) |
| 4.5 | State FIVE items in a skills inventory. | (5 × 2) (10) |
| | | [40] |

AND/OR

QUESTION 5

- 5.1 Name and briefly describe the services that the human resources function supplies to an entire organisation. (3 × 4) (12)
- 5.2 State FIVE elements which have to be included in any mission statement. (5 × 2) (10)
- 5.3 Discuss *span of control* under the following headings:
- 5.3.1 Briefly define the concept *span of control*. (3)
- 5.3.2 Name and illustrate the TWO types of span of control. (4 × 2) (8)
- 5.3.3 List FIVE factors which influence the choice of the span of control. (5 × 1) (5)
- 5.4 Name any TWO types of power. (2) [40]

AND/OR**QUESTION 6**

- 6.1 Give any FIVE reasons for low productivity in South Africa. (5 × 2) (10)
- 6.2 Name THREE methods management uses for job analysis except questionnaires. (3 × 2) (6)
- 6.3 Sketch a line-and-staff organisational structure with the help of a simple structure. (10)
- 6.4 Describe SEVEN objectives of work measurement. (7 × 2) (14) [40]

AND/OR

QUESTION 7

Read the following information and answer the questions.

Trudy's job was to make tea and clean the office. When she was at work she was diligent, friendly and helpful. However, she was frequently absent from work without any good reason. Trudy eventually ended up at a disciplinary hearing because she had been absent yet again after having received a final warning for absenteeism.

The hearing chairperson found that Trudy had been absent due to being bored with her job. Instead of firing her, he arranged for Trudy to help out with reception and clerical duties. The absenteeism stopped and the company gained an employee who could be extremely useful.

[Adapted from: *Labour Law for Managers*, 2011]

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|-----|---|---------|-------------|
| 7.1 | Explain to Trudy what delegation is NOT. | (4 × 2) | (8) |
| 7.2 | State SIX barriers to delegation. | (6 × 2) | (12) |
| 7.3 | State SEVEN steps that need to be followed when a process is subjected to a method study. | (7 × 2) | (14) |
| 7.4 | Distinguish between the term <i>responsibility</i> and <i>accountability</i> . | (3 + 3) | (6) |
| | | | [40] |

TOTAL SECTION B:	160
GRAND TOTAL:	200