



# higher education & training

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

N1300(E)(J13)H

**NATIONAL CERTIFICATE**

**PERSONNEL MANAGEMENT N4**

(4110424)

**13 June 2018 (X-Paper)**  
**09:00–12:00**

**This question paper consists of 7 pages.**



PERSMANN4

**DEPARTMENT OF HIGHER EDUCATION AND TRAINING**  
**REPUBLIC OF SOUTH AFRICA**  
**NATIONAL CERTIFICATE**  
**PERSONNEL MANAGEMENT N4**  
**TIME: 3 HOURS**  
**MARKS: 200**

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**NOTE:** If you answer more than the required number of questions, only the required number will be marked. Clearly cross out ALL work you do NOT want to be marked.

**INSTRUCTIONS AND INFORMATION**

1. SECTION A is COMPULSORY and must be answered by ALL the candidates in the ANSWER BOOK.
  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.
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**SECTION A (COMPULSORY)****QUESTION 1**

1.1 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 (1.1.1–1.1.10) in the ANSWER BOOK.

1.1.1 The following have an impact on the culture of an organisation:

- A Risk
- B Line authority
- C Staff authority
- D Functional authority

1.1.2 When an employee is forced to follow instruction:

- A Legitimate power
- B Expert power
- C Coercive power
- D Reward power

1.1.3 Which ONE of the following is NOT a basic management task?

- A Coordination
- B Organising
- C Leading
- D Planning

1.1.4 Which ONE is not an additional management task?

- A Communication
- B Observation
- C Decision-making
- D Delegation

1.1.5 Which ONE of the following is NOT an activity of the HR department?

- A Human resource provisioning
- B Human resource succession plan
- C Human resource utilisation
- D Human resource development

1.1.6 Identify an item which is included in a job description:

- A Psychological abilities
- B Experience
- C Training
- D Job standards

1.1.7 This refers to the number of subordinates reporting directly to a particular manager:

- A Work measurement
- B Productivity
- C Span of control
- D Method study

1.1.8 A factor that influences the choice of span of control:

- A Stakeholder
- B Trade unions
- C Suppliers
- D Specialisation

1.1.9 Work measurement can be carried out by means of the following technique:

- A Support
- B Conflict
- C Estimates
- D Identity

1.1.10 The following is not a type of informal group:

- A Social group
- B Reference group
- C Authority group
- D Task group

(10 × 2) (20)

1.2 Indicate whether the following statements are TRUE or FALSE. Choose the answer and write only 'True' or 'False' next to the question number (1.2.1–1.2.5) in the ANSWER BOOK.

1.2.1 Authority refers to the power and rights to do certain things that the organisation bestows on an individual.

1.2.2 Narrow span of control means that managers have relatively few subordinates reporting to them.

1.2.3 The line and staff structure is the simplest form of enterprise structure.

1.2.4 Organisational image is the way in which things get done in that organisation.

1.2.5 Work procedure and methods are simplified during work measurement.

(5 × 2) (10)

1.3	Define the following terms:		
1.3.1	Recruitment		
1.3.2	Performance appraisal		
1.3.3	Productivity		
1.3.4	Delegation		
1.3.5	Vision		
		(5 × 2)	(10)
			<b>[40]</b>
		<b>TOTAL SECTION A:</b>	<b>40</b>

## SECTION B

Answer any FOUR questions from this section.

### QUESTION 2

2.1	Name and explain the FOUR key management tasks.	(4 × 2)	(8)
2.2	Discuss FIVE advantages of the line structure.	(5 × 2)	(10)
2.3	List SIX of the items that should be included in a job specification.	(6 × 2)	(12)
2.4	Name FIVE benefits of a good work study.	(5 × 2)	(10)
			<b>[40]</b>

### QUESTION 3

3.1 Impala Wholesalers experienced a 10% deficit in the previous financial year. The manager wants to implement a turnaround strategy to decrease the deficit in the next financial year.

Answer the following questions based on organisational change:

3.1.1	Define the term <i>organisational change</i> .		(2)
3.1.2	Provide FIVE reasons why employees resist change in the organisation.	(5 × 2)	(10)
3.1.3	Mention FIVE methods that Impala Wholesalers could implement to overcome resistance to change.	(5 × 2)	(10)

- 3.1.4 Explain the role of the human resources manager during the change process. (4 × 2) (8)
- 3.2 Name FIVE particulars contained in a skills inventory. (5 × 2) (10)  
[40]

**QUESTION 4**

- 4.1 Impala Wholesalers do regular work study exercises to maintain their position in the constant changing market. In doing this, they will ensure that their organisation will grow in future.
- 4.1.1 State SIX advantages of a work study. (6 × 2) (12)
- 4.1.2 List TEN criteria that could be used to ensure productivity within Impala Wholesalers. (10)
- 4.1.3 Discuss the reasons for a decline in productivity in the workplace. (8 × 2) (16)
- 4.2 Define the term *efficiency*. (2)  
[40]

**QUESTION 5**

- 5.1 List the FOUR categories of activities that the human resources department consists of. (4)
- 5.2 Name the FIVE steps identified in the process of human resources planning. (5)
- 5.3 State SIX objectives of the human resources department. (6 × 2) (12)
- 5.4 Human resources planning is very important for Impala Wholesalers and any other organisation.
- 5.4.1 Explain human resources planning in detail. (5)
- 5.4.2 Provide Impala Wholesalers with reasons why they should do human resources planning. (6)
- 5.4.3 External and internal factors may influence human resources planning.
- State EIGHT factors (internal/external) that may influence human resources planning at Impala Wholesalers. (8)  
[40]

**QUESTION 6**

- 6.1 List SIX components (information) you will find on a job description. (6 × 2) (12)
- 6.2 State FIVE benefits a company can offer its employees. (5)
- 6.3 Provide FIVE characteristics of an open participative organisational culture. (5 × 2) (10)
- 6.4 List the THREE types of groups. (3)
- 6.5 In table form, differentiate between *informal structures/groups* and *formal structures/groups*. (5 × 2) (10)

**[40]**

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