



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

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NATIONAL CERTIFICATE

PERSONNEL MANAGEMENT N4

(4110424)

23 November 2017 (X-Paper)

This question paper consists of 8 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 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 Choose a term from COLUMN B that matches a description in COLUMN A. Write only the letter (A–J) next to the question number (1.1.1–1.1.10) in the ANSWER BOOK.

COLUMN A		COLUMN B	
1.1.1	The process where the incumbent will be asked direct planned questions	A	functional organisational structure
1.1.2	A structure on the line and staff structure by placing experts in line positions with regard to certain aspects	B	human resource audit
1.1.3	Workers are allowed to plan and organise their own work	C	work measurement
1.1.4	Developing employees in a highly structured manner for senior positions	D	job rotation
1.1.5	Employees are moved through a range of jobs; at times they are doing different work	E	job specification
1.1.6	Provides the minimum acceptable qualification that an employee must possess to perform a given job successfully	F	productivity
1.1.7	Method used to gather information	G	questionnaire
1.1.8	The acquisition of specific work-related skills in order to comply with the outputs of the organisation	H	structured interview
1.1.9	The ratio of output to input	I	succession plan
1.1.10	The supply side of the human resource planning equation	J	training

(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 (1.2.1–1.2.10) in the ANSWER BOOK.

- 1.2.1 A policy comprises the broad guidelines of an enterprise, which guide the managers and the workers in making decisions.
- 1.2.2 Effectiveness refers to doing the right things.
- 1.2.3 Organising is a management task.
- 1.2.4 A housing allowance is a benefit to which employees are entitled.
- 1.2.5 Job satisfaction is the general attitude that people have about their job.
- 1.2.6 Performance appraisals are used as a method to determine whether an incumbent should be fired.
- 1.2.7 When planning a job analysis you should exclude the employees.
- 1.2.8 The employee's log book is a method whereby an employee keeps record of the totality of tasks he/she performs.
- 1.2.9 The working conditions of an incumbent should be clearly stated in the job description.
- 1.2.10 The W in a SWOT analysis stands for *wellness*.

(10 × 2)

(20)
[40]

TOTAL SECTION A: 40

SECTION B

Answer any FOUR questions from this section.

QUESTION 2

Read the scenario below and answer the questions.

BESPOKE FINANCIAL MANAGEMENT AGENCY

Bespoke FMA is one of the largest financial management agencies in the country. Its main purpose is providing clients with financial advice, selling insurance, handling investments etcetera.

The organisation faced major financial difficulties and lost money in the 2015/2016 financial year. They have no clear business strategy and the business focus has been entirely on sales. This has resulted in poor customer service, with increasing numbers of complaints. Contributing to the failing business is a poor culture characterised by poor leadership, blame and power struggles. The CEO, Ms Thandiwe Zengele, has ideas on how to turn the business around, in particular the opportunity to work closely with HR to help achieve the desired business outcomes.

- 2.1 'Power is the ability or right to control people or things. An organisation gives its managers power to influence its employees.'
- Name the FIVE types of power, and briefly explain each concept. (5 × 2) (10)
- 2.2 As a manager one should be able to delegate tasks.
- 2.2.1 Explain to Ms Thandiwe Zengele what *delegation* is. (2)
- 2.2.2 Give FIVE guidelines for effective delegation. (5 × 2) (10)
- 2.2.3 Discuss the barriers to delegation in full. (6 × 2) (12)
- 2.3 List SIX techniques that can be used to carry out a work measurement study. (6) [40]

QUESTION 3

- 3.1 Human resources planning is important if the CEO, Ms Zengele, wants the organisation to become successful.
- 3.1.1 Briefly explain to Ms Zengele SIX reasons/necessities for human resources planning. (6 × 2) (12)
- 3.1.2 Give FOUR internal and FOUR external factors that may influence human resources planning. (4 × 2) (8)
- 3.1.3 State THREE objectives of the human resources department. (3 × 2) (6)
- 3.2 Ms Zengele should implement a work study to improve the productivity of the organisation.
- 3.2.1 Define *work study* to Ms Zengele. (2)
- 3.2.2 What are the advantages of implementing a work study? (6 × 2) (12)
- [40]**

QUESTION 4

Read the scenario below and answer the questions.

- 4.1 Ms Zengele decides to appoint an individual to deal with the organisational change on a full-time basis. The incumbent will have to make sure that the transition is smooth. He/She will be closely monitored and mentored by the human resources manager. The incumbent will draft monthly reports, identify and recommend appointments of groups/individuals who could be instrumental in the change success to lead the change process, and develop a change strategy plan.
- 4.1.1 Define the term *organisational change*. (2)
- 4.1.2 Give FIVE reasons why individuals resist change. (5 × 2) (10)
- 4.1.3 How can Ms Zengele overcome resistance to change? (5 × 2) (10)
- 4.2 Ms Zengele instructed the HR manager to draw up a job description for the new incumbent.
- 4.2.1 What is a *job description*? (2)
- 4.2.2 From the scenario above, identify what the job title of the incumbent will be. (2)
- 4.2.3 Who will be the incumbent's supervisor? (2)

- 4.2.4 State TWO responsibilities of the incumbent. (2 × 2) (4)
- 4.2.5 Give the uses of a job description. (8 × 1) (8)
- [40]

QUESTION 5

After the change strategy was developed, Bespoke FMA had to implement the following:

JOB CLASSIFICATION	NO. OF EMPLOYEES June 2017	RETIRED	PROMOTED	RETRENCHED
CEO	1			
Top management	3	2		
Middle management	12		2	5
Lower management	6	4	2	6
General workers	4		1	1
TOTAL:				

- 5.1 How many personnel members were promoted? (2)
- 5.2 What is the total number of employees that were retrenched? (2)
- 5.3 What was the total movement of personnel at Bespoke FMA? (3)
- 5.4 Calculate the total workforce at Bespoke FMA. (3)
- 5.5 Bespoke FMA are planning to make use of a divisional organisational structure.
Clearly explain to Ms Zengele the advantages of a divisional organisational structure. (7 × 2) (14)
- 5.6 Ms Zengele decided to recruit employees to fill the positions of the six retired employees.
- 5.6.1 Define the term *recruitment*. (2)
- 5.6.2 State EIGHT internal/external sources that Ms Zengele can use to recruit possible candidates. (8)
- 5.6.3 Advise Ms Zengele about the process Bespoke FMA should follow by listing the steps in the recruitment process. (6 × 1) (6)
- [40]

QUESTION 6

Now that Bespoke FMA has a change strategy, they need to revise the organisational culture.

- 6.1 Explain the term *organisational culture*. (2)
- 6.2 List the factors that may affect the organisational culture of Bespoke FMA.
(10 × 1) (10)
- 6.3 Bespoke FMA have decided to implement an open, participative enterprise culture.
State SEVEN characteristics of this type of culture. (7 × 2) (14)
- 6.4 For the organisation to succeed they need to train their employees.
Explain, in table form, the differences between *on-the-job* and *off-the-job* training. (7 × 2) (14)
[40]
- TOTAL SECTION B: 160**
GRAND TOTAL: 200