



higher education & training

Department:
Higher Education and Training
REPUBLIC OF SOUTH AFRICA

MARKING GUIDELINE

**NATIONAL CERTIFICATE
JUNE EXAMINATION
PERSONNEL MANAGEMENT N4
12 JUNE 2013**

This marking guideline consists of 7 pages.

SECTION A**QUESTION 1 (COMPULSORY)**

1.1	1.1.1	Organogram		
	1.1.2	Productivity		
	1.1.3	Line and staff		
	1.1.4	Questionnaire		
	1.1.5	Line structure		
	1.1.6	Human resources audit		
	1.1.7	Wide span of control		
	1.1.8	Closed threatening		
	1.1.9	Division of labour		
	1.1.10	Human resources manager	(10 x 2)	(20)
1.2	1.2.1	True		
	1.2.2	True		
	1.2.3	False		
	1.2.4	True		
	1.2.5	True		
	1.2.6	False		
	1.2.7	False		
	1.2.8	True		
	1.2.9	False		
	1.2.10	True	(10 x 2)	(20)
				[40]
TOTAL SECTION A:				40

SECTION B**QUESTION 2**

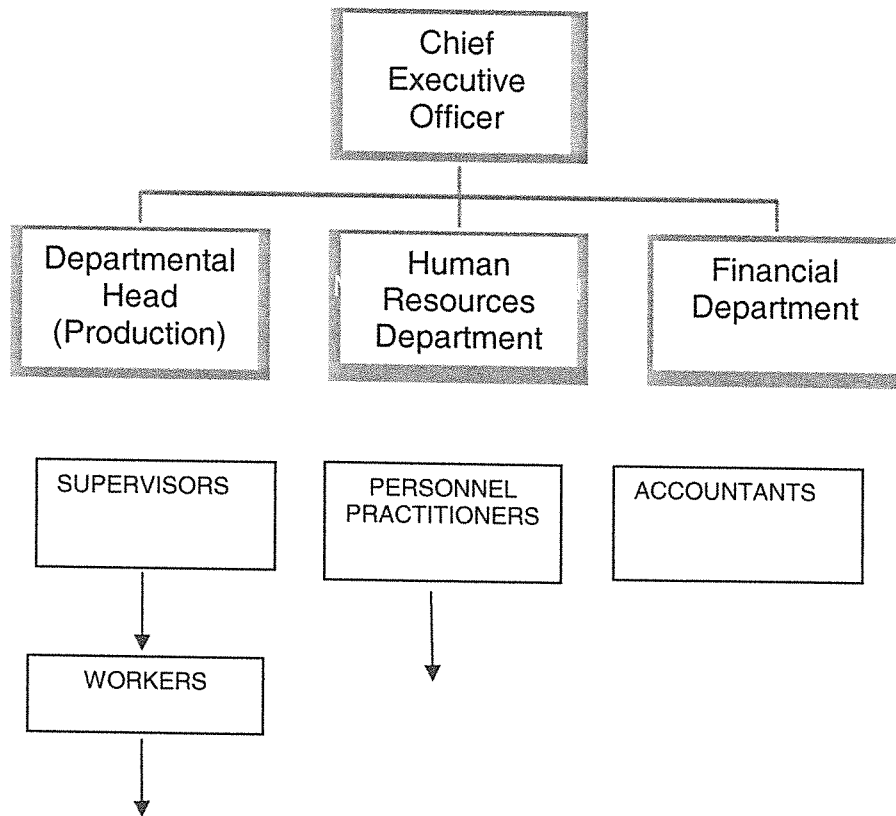
- 2.1 2.1.1 • It looks at the present situation of enterprise and quality of existing employees.
• It refers to supply side of the HR planning. (2)
- 2.1.2 • To look how effective and efficient the labour force has been in the past.
• To establish how efficient the labour force is at the moment.
• To translate the effectiveness and efficiency into the cost of the labour force.
• The effectiveness and efficiency is compared to the enterprises that produce similar products/services.
• To establish the benefit that the labour-force holds for the enterprise as a whole. (5 x 2) (10)
- 2.1.3 • Job analysis of all employees to be done.
• Work performance is measured against job descriptions.
• The level of proficiency/ quality of workers is investigated.
• Labour turnover/ absenteeism is investigated.
• Internal movements of employees in the form of transfers, and promotions are investigated.
• Current shortages are identified. (Any 5 x 2) (10)
- 2.2 2.2.1 • When a manager is too disorganised or inflexible to delegate effectively.
• When there is insecurity and confusion about who is ultimately responsible for the task.
• When a manager must retain accountability for the actions of a subordinate.
• When the managers fear that their authority is reduced.
• When a manager is threatened by subordinate success.
• When the subordinate wants to avoid responsibility and risk. (Any 6 x 2) (12)
- 2.2.2 • Better decisions can be taken since subordinates have a clear view of the facts.
• Decision-making is speeded up.
• The manager can experience increased responsibility from higher-level managers.
• Subordinates are trained and improve their self-confidence. (3 x 2) (6)
- [40]**

QUESTION 3

- 3.1 Job descriptions
- state what an incumbent does,
 - how it is done, and why it is done
 - a written description of job title, duties and responsibilities and the location on the organizational chart.
- Job specifications
- state the minimum acceptable qualifications that an employee must possess to perform a given job successfully
 - it identifies the knowledge, skills and abilities to do the job effectively.
- (3 x 2) (6)
- 3.2
- Job title – Lecturer: Personnel management
 - Training/Educational qualifications - 3 year diploma/degree/professional qualification
 - Specific qualifications – Trained Assessor
 - Skills/ Competencies: Good communication skills/Computer skills
 - Experience: 3 years experience at a FETC
- (Any 5 x 2) (10)
- 3.3
- Job title – Lecturer: Personnel Management
 - Working conditions: Classroom environment
 - Supervision provided/Position in reporting structure: Reports to Senior Lecturer
 - Key performance area: Lecturing at a FETC
 - Duties: Classroom administration, Delivery of teaching and learning, Classroom administration and Students guidance and support.
 - Venue: Kusasa FET (Long Walk Campus)
- (Any applicable example from the advert) (5 x 2) (10)
- 3.4 Job analysis (2)
- 3.5
- Recruitment, selection and placement
 - Training and development
 - Employee performance appraisal
 - Individual career planning
 - A healthy and safe working environment
 - Human resource planning
- (Any 5 x 2) (10)
- 3.6 Newspaper (2)
- [40]**

QUESTION 4

4.1 4.1.1



(10)

- 4.1.2
- Simple structures and easy to understand
 - Cheap to set up
 - Quick decision-making is possible
 - Each person has one supervisor
- (Any 4 x 2) (8)

- 4.1.3
- Structure unbending and cannot adapt to changes easily.
 - No specialist knowledge available when needed.
 - Advisors become frustrated because they do not have enforceable authority.
 - Managers are overloaded with work.
- (Any 4 x 2) (8)

- 4.2
- Make sure that safety and health regulations are implemented and followed
 - Implementing a company policy inclusive of all health and safety measures
 - Developing safe and healthy processes and procedures
 - Ensuring that the necessary statutes are implemented and heeded
 - Observing and inspecting regularly
 - Investigating and reporting accidents
 - Measuring safety
- (Any 5 x 2) (10)

- 4.3
- Wide
 - Narrow
- (2 x 1) (2)
- 4.4 Up-to-date information about qualifications of currently employed individuals within the enterprise.
- (2)
[40]

QUESTION 5

- 5.1
- Employees are positive towards the enterprise
 - Employees accept management ideas readily
 - Changes are easily accepted
 - Increased co-operation
 - Decrease in conflicts and grievances
 - Decrease in labour turnover
- (Any 5 x 2) (10)
- 5.2
- To study the overall system
 - To identify delays
 - To identify transport distances
 - To identify processes and processing time requirements
 - To simplify the entire operation
 - To add value to the product or service
- (Any 5 x 2) (10)
- 5.3 **Internal**
- Objectives of the enterprise
 - Enterprise style
 - Nature of the task
 - Work groups
- (4 x 2) (8)
- External**
- Trade unions
 - Government requirements and regulations
 - Economic conditions
 - Technological changes
- (4 x 2) (8)
- 5.4
- It identifies potential promotional material for the future
 - Making a comparison between what labour is available in the enterprise and what is required
- (2 x 2) (4)
[40]

QUESTION 6

- 6.1
- Cost saving
 - Modernisation of equipment/technology
 - Effective utilisation of workers
 - Decrease in number of mistakes made
 - Elimination of unproductive tasks
 - More effective control by management
- (Any 6 x 2) (12)
- 6.2
- Direct time studies
 - Historical time
 - Estimates
 - Standard time values
 - Analytical estimates
 - Activity lists
 - Work sampling
- (Any 5 x 2) (10)
- 6.3
- Lack of co-operation between management and employees
 - Employees not made to feel part of the organisation
 - Technology leading to a pre-occupation with numbers and figures
 - Extreme emphasis on individualism and specialisation
 - Decrease in research and development
 - Outdated methods of rewarding employees
 - Shortage of skills
- (Any 7 x 2) (14)
- 6.4
- Motivation
 - Co-ordination
 - Communication
 - Decision-making
 - Delegation
- (Any 4 x 1) (4)
- [40]

TOTAL SECTION B: 160
GRAND TOTAL: 200